

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Tuesday April 30 1985

D 8523 B

Americans awake from
their Vietnam
amnesia, Page 4

No. 29,612

World news

Business summary

Robbery at Wells Fargo nets \$50m

Four armed thieves ambushed guards at the Wells Fargo depot in New York and escaped with up to \$50m in one of the company's armoured trucks.

Although unsure of the total amount stolen, police believe it to be the world's largest robbery. The biggest previous haul was the \$30m gold robbery at London's Heathrow airport in November 1983.

Poole said the thieves seemed to have knowledge of Wells Fargo procedures, including how to start the specially-designed armoured car, suggesting they might have had inside help.

Summit bomb protest

Three bombs extensively damaged office buildings in Cologne and Düsseldorf. A left-wing group said it planted the devices in protest against this week's seven nation economic summit in Bonn. Page 2

Miners transported

More than 17,000 South African gold miners dismissed after wildcat pay strikes were being transported to their homelands or home countries. Elsewhere in South Africa at least five blacks were killed in renewed rioting in eastern Cape province, including a policeman.

Beirut kidnap foiled

French television journalist Norbert Ballot foiled a kidnap attempt in Beirut by shouting until help arrived. Rafiq Shital, director of Lebanon's national newagency, was released unharmed after being kidnapped on Saturday.

Shuttle lift off

US space shuttle Challenger blasted off from Cape Canaveral Florida, carrying a seven-man crew, the European space lab, two monkeys and two dozen rats.

Clore settlement

The 5½ year legal battle over the estate of the late Sir Charles Clore, founder of the Sears Holdings retail empire, ended in Jersey with the British tax authorities receiving £67m (\$14m) of the £123m estate and the remainder going to charity. Page 6

Israelis quit Tyre

Israel pulled its troops out of the southern Lebanese port city of Tyre, withdrawing to a security zone five to eight kilometres deep north of its border. Page 3

Nobel Prize up

The prize money awarded to Nobel laureates will be increased this year by SKr 150,000 (\$16,000) to compensate for the declining value of the Swedish currency. In dollar terms the value of awards will remain almost unchanged at \$169,000. Page 21

Gambling chief out

Sir Edward Lyons, head of Queensland, Australia, Totalizator Agency Board resigned after it was revealed that he had bet more than A\$300,000 (\$204,000) using the board's credit.

Radio station blast

Gunmen blew up the broadcasting equipment of a state-run Buenos Aires radio station criticised by right-wing politicians for its left-wing tone.

Platini's honour

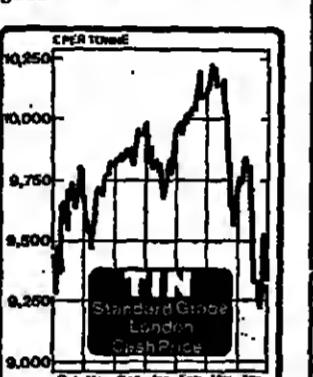
President François Mitterrand made footballer Michel Platini a member of France's most prestigious order, the Legion of Honour. Platini led France's football team to the European championship last June. Page 18

Bristow group bids £89m for Westland

WESTLAND, troubled British helicopter manufacturer, made plans to sell £89m (\$109m) consortium bid launched by Alan Bristow, founder of Bristow Helicopter Group. Page 18; Background, Page 7

DOLLAR fell sharply in early New York trading losing about 3 pcf in its European close to about DM 3.08. Dealers were mystified by the dollar's behaviour in thin and nervous trading and amid no significant economic news. It was also weaker in London, falling to DM 3.111 (DM 3.1315), FF 9.49 (FF 8.85), SwFr 2.6115 (SwFr 2.6125) and Y252.65 (Y252.8). Page 39

STERLING was firmer in London, rising 1.45 cents against the dollar to \$1.23. It also improved to DM 3.81, FF 11.7 (FF 11.835), DM 3.215 (SwFr 3.175) and Y311.0 (Y307.25). The pound's exchange rate index rose to 77.8 from 77.5. Page 39



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TIN price fell to a seven-year low of MS 28.10 a kilo in Kuala Lumpur. In quiet London trading, standard grade cash price was \$180 down at £9.35 a tonne. Page 38

GOLD rose \$2 on the London bullion market to \$323.50. It lost \$1.00 in Zurich to finish at \$322.25. Page 38

WALL STREET: At 3pm, the Dow Jones industrial average was down 10.34 at 1,284.24. Section III

LONDON stocks continued their neutral stance while interest was shown in gifts. The FT Ordinary share index lost 2.4 to 983.5. Section III

INTERNATIONAL bank lending grew by \$35bn in the final quarter as worries about the health of the US banking system subsided. Page 21

ALLIED, the US conglomerate expected to bid for Hughes Aircraft, the US defence and aerospace contractor that was put up for sale in January. Allied set to buy back shares. Page 19

TDK, the world's leading magnetic tape maker, lifted group net earnings 18 per cent in the three months February, to Y7.700a (\$30.5m) against Y6.500m in the corresponding period. Page 21

SMITHS INDUSTRIES, the former UK car components group, is to pay between £5m-£10m (£8.1m-£12.3m) for the surgical equipment operations of Glaxo Holdings, the UK pharmaceuticals concern. Page 18

BNP, France's biggest nationalised bank, reported a 14.2 per cent increase in group net profits last year to FF 1.77m (SF185m). Page 29

FIAT AUTOMOVILES, Brazil's fourth biggest vehicle manufacturer, showed its first profit in 1984 of Cr 9.1bn (\$2.8m at year-end exchange rate) after nine years of operating. Page 20

XEROX, the diversified US office products group, blamed the continuing strength of the dollar for a 10 per cent earnings decline to \$144m in the first quarter against \$126m previously. Page 19

TALBOT UK, British subsidiary of French Peugeot group, said profit fell to £727,000 (\$887,000) last year from £3.1m in 1983 and warned of a net loss for this year. Page 18

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Reagan insists that Bitburg visit will go ahead

PRESIDENT Ronald Reagan insisted last night that there would be no going back on his decision to visit Bitburg military cemetery in West Germany where SS soldiers are among the buried, wrote Roger Matthews and John Wyles in London.

He said he could understand the strong feelings that his planned visit next Sunday had aroused but behind it lay the desire to recognise that in the 40 years since the end of the second world war "we have become the close friends that we are."

"Never again must we be enemies," Mr Reagan said. "Never again must there be a holocaust." West Germany now enjoyed the most democratic government in its history and was a principal ally in the war. "We are seeking to recognise that," the President said.

In the course of a live televised

interview with six journalists before setting out on his European tour, President Reagan also admitted, however, that perhaps there had been mistakes. But he went on to accuse the American press of being "like a dog with a bone."

President Reagan said that he knew all about "the bad things that happened in the war," including the massacre of 642 people by some of the 33 troops buried in Bitburg, but he added that a lot of those men in the cemetery "had long since met the supreme judge."

Mr Reagan said he was not going to the cemetery to honour anyone but rather in those surroundings to bring home more vividly what had happened, and the reconciliation that had since taken place.

On the star wars issue President

Reagan stressed that all that was

being undertaken was research to discover if there was a defensive weapon capable of reducing the threat of a nuclear attack.

He claimed that the Soviet Union was already engaged in such a programme and believed that the US would never deploy such weapons without first consulting its allies.

He said that the US, fully supported the UK and France going ahead with their own nuclear defence systems.

Asked about relations with the

Soviet Union and the arms control negotiations in Geneva, Mr Reagan appeared enthusiastic about meeting the new Soviet leader, Mr Gorbachev. "You only get into trouble when you are talking about each other rather than talking to each other," said the President in

one of his characteristically folksy observations.

He denied that he had been put on the defensive by Mr Gorbachev's public offer last Friday to negotiate deep cuts in the superpowers' strategic weapons. Mr Reagan said he would not defend himself against any such proposal since this was what the US wanted too.

"We have faced them with proposals that have made this evident," said the President in an apparent reference to a US initiative at the Geneva arms negotiations.

Mr Reagan revealed the depth of his disappointment at his failure last week to persuade the House of Representatives to release \$14m of aid for the "contras" fighting a guerrilla war against the Nicaraguan Sandinista government.

Opponents of his proposals, he

implied, were ready to accept a Marxist-Leninist government on the American mainland. He presented the contras, not as supporters of the Somosa regime deposed by the revolution, but as a revolutionary faction forced out of the country by a Sandinista takeover.

The U.S. under President Carter, had supported the original revolution and had provided more financial aid immediately after the overthrow of President Somosa than had been given to Nicaragua in the previous 40 years. But the Sandinistas had eliminated all other factions

and had taken control of the economy. Mr Reagan's proposal to limit damage, Page 18

Arco cuts back in effort to save \$500m a year

By William Hall in New York

ATLANTIC Richfield (Arco), the sixth biggest US oil company, is to spend \$40m buying back close to a third of its shares and has announced a major cutback in the size of its business in an attempt to cut costs by \$500m a year.

The company is cutting against a background of increasing pessimism within the US oil business about the future course of oil prices and chronic overcapacity in several parts of the industry's downstream refining and marketing operations, which has severely depressed profitability.

The U.S. oil business has been undergoing a big restructuring over the last 18 months as corporate raiders, led by Mr T. Boone Pickens, the Texas oilman, have attacked the more vulnerable companies. He has justified his actions by arguing that U.S. oil companies were wasting shareholders' money by investing huge sums in a depressed industry.

Several large U.S. oil companies, including Exxon and Amoco, have been using part of their huge cash flows to repurchase their shares. But Atlantic Richfield is the first U.S. oil major to announce a voluntary restructuring of its business, including the sale of parts of the business which have long been regarded as essential equipment for an integrated oil company.

Last August, Atlantic Richfield gave a hint of what was to come when it announced a \$785m write-off covering a planned withdrawal from its mining and metals operations and the repurchase of 25m of its shares. Its latest restructuring is far more wide-ranging. The main elements are:

• The company is taking a \$1.5bn charge for anticipated losses on the sale of certain assets, the write-down of some of its remaining assets, including some exploration properties and the Houston refining/petrochemical complex, plus the one-time cost of staff reductions. This includes an orderly withdrawal from petroleum refining and marketing operations east of the Mississippi river.

• Capital spending will be cut to \$2.85bn in 1986 from a budgeted \$3.6bn in 1985. The company will also cut its oil exploration programme.

• A one-third increase in the quarterly dividend rate to \$1 per share. The company has already spent about \$1bn buying back 25m of its shares and has authorised the spending of an additional \$4bn.

• The company estimates that the

Continued on Page 18

Baker says U.S. sticks to 4% growth target

By REGINALD DALE, U.S. EDITOR, IN WASHINGTON

MR JAMES BAKER, the U.S. Treasury Secretary, yesterday said that the Administration was still sticking to its target of 4 per cent economic growth this year, despite disappointingly low figures for the first quarter.

In an advance briefing on the semi-annual world economic summit that opens in Bonn on Thursday, Mr Baker also insisted that the US had not changed its policy of intervening in foreign exchange markets

to only deal with disorderly markets. He singled out Japan and West Germany as the two leading countries that should "take up the slack" as U.S. economic growth moderated.

Last night, the Finance Ministry, with one eye clearly on the summit, rejected its opposition to any change in the timing or size of tax cuts. It added that extra transfers from Bonn are due to make to the Community from 1986 further limit the scope for new budgetary concessions.

The institutes expect inflation to remain at around the current level of 2.5 per cent in 1985, and that the federal borrowing requirement will decline to DM 29bn from DM 41bn in 1984.

They identify as extra impediment to growth the excessive level of social security and other charges to be met by employers - which can mean that every DM 1 of salary costs a company DM 1.80 - and the protracted crisis in the building sector. Investment in the construction industry is set to drop 3 per cent in 1984 after 1.9 per cent growth in 1983.

Mr Baker said that there was "some room for additional growth" in the West German and Japanese economies and that the US would urge the two countries to follow expansionary policies at the summit.

The other countries should take up the slack by fiscal and other measures that did not "reinforce" inflation, not by "pump-priming," Mr Baker said. The US was not trying to dictate specific targets to other governments but generally urging them to eliminate "structural rigidities" and introduce market-oriented, non-inflationary policies, he said.

Saudi bank clears the way for \$10bn Philippine debt rescue

By PETER MONTAGNON IN LONDON AND CHRIS SHERWELL IN BANGKOK

THE LONG-DELAYED \$10bn debt rescue package for the Philippines is set for completion later this month following the withdrawal over the weekend of objections raised by one large creditor, National Commercial Bank of Saudi Arabia.

Mr Cesar Virata, Prime Minister, announced in Bangkok last night that agreement had been reached with the Saudi bank on the basis for its participation. This will allow the whole package to be signed in the week of May 20 said Mr Virata, who is attending the Asian Development Bank annual meeting

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OVERSEAS NEWS

Roger Matthews looks at the build-up to Lebanon's latest factional fighting and assesses the future

A predictable tragedy unfolds outside Sidon

THE LATEST Lebanese tragedy unfolding in the suburbs and hills to the east of the port of Sidon was as predictable as it is familiar. It represents the inevitable consequence of a dominant military force being withdrawn without any adequate replacement to impose order among the country's warring factions.

Israel occupied the Sidon area in early June 1982 as its troops drove north to Beirut in pursuit of the guerrillas of Mr Yassir Arafat's Palestine Liberation Organisation. Israel succeeded in expelling the majority of PLO fighters from Lebanon but it failed to do so in its parallel bid to re-establish the authority of a Christian president over a reunified country.

As the cost of the failure became more apparent in Jerusalem, Israel has pulled back its troops leaving behind apprehensive Christian forces which had made territorial gains during the occupation and Moslem, Druze and Palestinians determined to redress the balance and sometimes to exact bloody revenge.

The fate of communities left without adequate military protection in Lebanon has been all too tragically charted during the past three years: the hundreds of Palestinian civilians massacred in the Beirut camps of Sabra and Chatila by Christian militias in the autumn

Israeli troops evacuate Tyre area

THE ROLL BACK of Israeli forces in Lebanon continued yesterday with the evacuation of the southern port of Tyre and a large area to the east, leaving troops in control of a 7-15 km strip of territory north of the border, write David Lennon in Tel Aviv and our Middle East Staff in London.

Fighting in the Sidon area

agreed with Mr Walid Jumblatt, the Druze chieftain, that no attempt would be made to storm Jezzine or to oust its inhabitants.

However, during the recent fighting around Sidon there were signs that the Shite and Druze commanders were having difficulty controlling their men who had been incensed by the early attacks on the Moslem sector of the city by the Christian forces headed by Dr Samir Geageo.

Dozens of people have been killed in the Christian fighting around Sidon, homes and property destroyed. There have also been reports of civilians being killed at random.

were indications yesterday that Moslem and Druze commanders were seeking to halt the advance of their forces towards Jezzine, the Christian stronghold east of Sidon. Christian militias and many citizens have taken refuge in the town after being forced out of the Sidon area in an assault by Moslem, Druze and Palestinian forces.

The key to halting the advance on Jezzine appears to rest in talks aimed at securing the withdrawal from the town of the South Lebanon Army, the militia established and financed by Israel.

In Beirut, Mr Nabil Berri, the leader of the Shite Moslem Amal, said he had

of 1982; and the brutal consequences of the fighting between Druze and Christians in the Chouf mountains overlooking the capital early in 1983 following the first Israeli pull-

ing. Before 1982, Sidon had been an area in which Lebanon's communities lived in relative harmony. But too much has happened since then to allow the situation to persist. Israel is being forced to withdraw, principally because of the un-

reeling attacks by the buoyant Shite militias who are the majority in the south. Syria has re-emerged as the dominant external force in north and central Lebanon. The Lebanese Army has again proved unequal to the demands placed on it and President Amin Gemayel has lost further authority because of a revolt within his own Christian community.

The effect has been not de

facto "cantonisation" of Lebanon into a recipe for fur-

ther political upheaval in which the prize is not a single slice of territory but control of the largest part of Lebanon.

President Gemayel has been persuaded that his best hope for his country and his community is through co-operation with Syria. This view is bitterly opposed by some Christians, foremost amongst them Dr Samir Geageo who last month moved his militia forces into areas near Sidon in opposition to the President's wishes.

Many thousands of Moslems were forced to leave their homes and take refuge in the dry clefts of the Sun with Israel continuing its withdrawal, the tide of battle swinging sharply against the Christian militias; the factions opposed to them have not only reoccupied the area from which they had earlier been driven but may soon threaten the key Christian town of Jezzine.

At one level the fighting can be viewed as yet another



chapter in Lebanon's 10-year-old civil war. Some Lebanese leaders favour more sinister interpretations which inevitably involve Israel. They believe Jerusalem's favours, or even has engineered, the large-scale movement of Christians from around Sidon in order to populate the security zone it is establishing.

Assad attacks U.S. Mideast peace move

BY TONY WALKER IN CAIRO AND ROGER MATTHEWS IN LONDON

PRESIDENT Hafez al-Assad of Syria has launched a bitter attack on the U.S. in a clear attempt to dislodge the tenthive moves by Washington to involve itself again in Middle East peace efforts.

President Assad told a banquet in Damascus on Sunday night that the U.S. was only interested in "securing the aggressive interests of its spoilt ally, Israel."

He said that it was obvious that the U.S. was not aiming at a just solution to the Middle East conflict or a true peace in the region. The U.S. policy is that despite the fact that George is viewed by many Lebanese as basically sympathetic to Israel's aims, it is therefore the natural target for the combination of Moslem, Druze and Palestinians which are claiming control of the areas evacuated by Israel.

Although members of the PLO, under chairman Mr Yasir Arafat, have been giving slightly contradictory reactions to the Egyptian proposal, they can be in no doubt of Syria's strong opposition.

The Syrian President declared on Sunday that "the policy of the surrenders was already doomed to failure." His message underlined that Syria—as with the U.S.—based on agreements in 1983 between Lebanon and Israel—would seek to wreck any initiative which it felt was opposed to its own interests.

Sacked S. African gold miners leave

BY JIM JONES IN JOHANNESBURG

FOURTEEN THOUSAND black miners yesterday streamed away from Vaal Reefs, South Africa's largest gold mine, as union negotiators argued with management over demands that the sacked men be unconditionally reinstated.

The miners, who were sacked at the weekend after a strike at Vaal Reefs south division, have been paid off. Management says they are free to reapply for jobs at the mine.

Union negotiators fear that re-engagement would be selective and that the mine's management could weed out any union organisers who reapply for jobs.

But the management says union membership will not be a consideration.

The strike at Vaal Reefs was in protest against the earlier sacking of about 300 union organisers who, management says, were intimidating and coercing other workers to down tools or go slow.

At the neighbouring Hartensteink mine, 3,000 men

were sacked at the weekend after striking in protest against the dismissal of four union organisers. Most of these men were paid off and had left the mine by yesterday afternoon. A spokesman for the mine said that applications for re-employment will be sympathetically considered.

Hartbeesfontein and Vaal Reefs have begun hiring new men through the recruiting arm of the Chamber of Mines, the employers' co-ordinating body.

It is not clear when the Vaal Reefs south division will return to production, though there are hopes that it will do so within a fortnight.

Meanwhile, men are being sent from other sections of the mine to the south division to carry out necessary safety and maintenance work. Vaal Reefs south division produced 36.6 tonnes of gold last year and has already suffered production losses because of stoppages and go-slows this year.

ADB shortfall cut as Japan releases \$300m

By Chris Sherwell in Bangkok

A NEW Japanese Defence Ministry five-year proposal provides for the purchase of 45 F-15 jet fighters and would boost overall defence spending to the highest level since 1945, a Japanese newspaper claims, AFP-33 reports from Tokyo.

The nationwide Asahi Shimbun said ministry plans to buy military equipment, including the U.S.-designed jets, would require an estimated \$76.75bn (200,000bn) defence budget over a five-year period starting in fiscal 1986.

If the proposal is approved, the defence budget during the five-year period will be certain to exceed 1 per cent of the gross national product, a self-imposed limit in effect since 1976, the newspaper said.

Thai gas wells shut

Unocal Oil of Thailand, a unit of Unocal Corp, has shut down its two new gas fields drilled in its two new gas fields in the Gulf of Thailand because of Thailand's limited ability to absorb additional production, Bangkok Kithana reports from Bangkok.

Satun and Phatong, which came onstream earlier this year, are producing at much less than their capacity, the company executive said. The fields, two of the country's four producing offshore gas fields, are allowed to produce only about 100m cu ft per day (mcfd) of gas, though their production capacity is over 250 mcfd. The gas is sold to the state-run Petroleum Authority of Thailand under a long-term contract.

Pakistan aid request

PAKISTAN is to ask the Western Aid Consortium for \$1.6bn (£1.45bn) commitments for fiscal 1985-86 which starts on July 1 this year, Mohammed Afzal writes from Islamabad. The consortium will meet in Paris on May 5 and 6 and is chaired by the World Bank. Of the \$1.6bn which it expects to request for next year, it expects \$400m for projects and \$400m for commodities. It will also need around \$300m for food imports, as the wheat harvest is expected to fall short by 15 to 20 per cent.



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AMERICAN NEWS

Reginald Dale reports on the mood in the U.S. on the 10th anniversary of the fall of Saigon.

Americans awake from their Vietnam amnesia

THE SCREENS that once brought war to the American living-room are now showing the bitter-sweet fruits of decades of peace. Americans could go to bed last night with ABC TV's *Nightline* news magazine and wake up this morning to NBC's *breakfast-time Today* show, both transmitted direct from Ho Chi Minh City, which ceased to be called Saigon exactly 1 year ago today.

For the past month television viewers and newspaper readers have been overwhelmed by an orgy of reminiscence, post-mortems and predominantly sober soul searching over what is universally regarded as the most traumatic event in American history since the Civil War — the devastating defeat in Vietnam.

For most of the past 10 years, the majority of Americans turned their backs on the harrowing struggle that President Ronald Reagan calls a "noble cause" in a kind of deliberate, collective amnesia. They simply did not want to know any more about the war or those who fought in it. Many still feel that way, but the 10th anniversary of the fall of Saigon — the final, bitter symbol of America's abandonment of the South Vietnamese — is being treated by the media as a moment to break taboos, to re-examine what went wrong, and, if possible, to draw lessons for the future.

Many of the questions posed have been among the unanswerable "what if?"s of history. What if the Americans had adopted a different military strategy, assuming as many do not, that they had one in the first case? Suppose they had concentrated on sealing off reinforcements from the North, allowing the South Vietnamese to fight the Vietcong in their own territory? What if President Lyndon Johnson had told the whole truth about the war from the beginning?

Retired Gen William Westmoreland, the controversial army commander of Vietnam, told a national TV audience on Sunday that an acceptable peace could have been negotiated in 1968 if the U.S. had



The last days: An American decides who will be flown to safety from the Vietcong

followed up on its victory against the Vietcong's Tet offensive with massive air strikes. Tet, widely interpreted as a major political turning point, is now seen in retrospect as a major U.S. military victory.

Military analysts now point out that Tet opened up the cutting edge of the Vietcong, which took 40,000 casualties.

The fact that it was taken as a defeat at the time is now usually laid at the door of the U.S. media.

Gen Westmoreland believes that the main reason why the U.S. still lost the war was that it lacked "staying power". It is now more or less all right to say openly that the U.S. "lost" though, as has been constantly recalled in the past few weeks, U.S. forces won every major engagement and were never defeated on the battlefield. But there are still sharply divided opinions over whether the U.S. could have "won" and what would have constituted victory.

Among Vietnam veterans in particular there is still a strong inclination to believe not only that the war was right but that it could have been won. More than two-thirds of those who served in Vietnam told a Washington Post/ABC news poll last month that the U.S. could have prevented the Communist take-over by military force.

Five-seven per cent of the veterans (and a surprisingly high 41 per cent of the general public) thought that the cause for which 58,000 Americans died, and thousands more were hideously wounded, was "worthwhile". About two-thirds of all Americans, however, still believe that the war as a whole was a "mistake".

Most of the veterans interviewed recently, and especially those who fought in the early years, still refuse to believe that their buddies died in vain.

The same goes for the countless friends and relatives of those who were killed. Resentment among the politicians for betraying the military has not subsided.

A similar, if clearly self-

history, neither omnipotent nor on "the right side." As one senior retired military man put it, the American psyche wants to strike with massive force at an enemy that is identifiably evil, annihilate it and immediately withdraw.

Consequently veterans, however, when it comes to the "lesson" for the use of U.S. power in future, Mr Casper Weinberger, U.S. Defence Secretary, reflecting the view of the once-biten-twice-shy military, takes the position that force must only be used as a last resort, that a vital American interest must be at stake, that the U.S. must be sure of winning, and that there must be "some reasonable assurance of sustained public support". This prescription has been attacked as tantamount to total isolationism.

At the State Department, Mr George Shultz strongly disagrees. He argues that the "prudent" use of U.S. power must always be available as an arm of diplomacy and that there can be no such thing as guaranteed public support in advance. In the language of Vietnam, the military-minded Mr Weinberger has become the dove, the diplomat Mr Shultz is the hawk. What they are talking about now, though, is Central America, and to a lesser extent the Middle East.

But many of the analysts and historians who have pronounced this month tended to believe that the war could never have been "won" by any traditional measure — at least in the sense that South Vietnam could have been cleared of the enemy and then left to defend itself. Among many other mistakes, it is now almost unanimously admitted that Washington failed to understand the historical forces at work in Indochina and constantly underestimated the extraordinary determination of the North Vietnamese.

This month, the experts have added to that the length of the war was unprecedented (for Americans), the "limited" American military commitment, and the growing and deeply disturbing feeling that America was, for the first time in

serving line is taken by former President Richard Nixon in a book out this month called *No More Vietnams*, in which he argues that he "won" the war; but that Congress lacked the will to honour its post-ceasefire commitments to South Vietnam and so "lost" the war.

On the other hand, the left-wing "anti-Americanism" of the Vietnamese war protesters, which began to subside with the ending of draft in 1973, has been largely discredited, as the realities of post-war South-East Asia have sunk in. As the generations wheel turns, America's Reagans youth is now patriotic and almost 50 per cent of adults under 30 years of age do not even know that the U.S. fought alongside South Vietnam.

Ten years later, some of the political fire that surrounded the war is clearing. The most important "dominoes," the South-east Asian democracies, have not fallen; on the contrary, the anti-Communist Asian nations are thriving World-wide. U.S. military power has not been noticeably dented; the U.S. armed forces are probably stronger, better equipped and in better morale than they have been in decades. Nicaragua is being debated, not invaded.

Although the Soviet Union has traditionally been extremely cautious over Nicaragua, the official Soviet news agency quoted Mr Gorbachov as saying the Soviet Union would assist Nicaragua in "resolving urgent problems of economic development, and political and diplomatic support in its efforts to uphold its sovereignty."

No mention was made of fresh Soviet military assistance to Nicaragua. At the end of last year, Nicaragua took delivery of four to six Soviet-made Mi-24 helicopters thought to be the most advanced ground attack aircraft in the world.

But the Soviet Union and its allies have so far refrained from supplying advanced fighter aircraft — a move the Reagan Administration has publicly warned Moscow against.

However, President Ortega is expected to have briefed the Soviet leadership on what is seen in Managua as a serious escalation of the stakes. The Defence Minister and brother of the President, Commander Humberto Ortega, announced over the weekend in Managua that the contra rebels had acquired hand-held anti-aircraft missiles of a type known as "Red Eye" or SAM.

He blamed the CIA for allowing the missiles into the region and warned this could lead to their introduction in El Salvador among the left wing guerrillas.

Gorbachev promises Managua diplomatic and economic backing

BY TIM COOKE IN MANAGUA AND ROBERT GRAHAM IN LONDON

Nicaragua's expulsion from the International Monetary Fund.

The only concrete detail to emerge from the visits so far is an agreement signed to set up a commission for co-ordinating economic, scientific and technological co-operation between the two countries. Until now Soviet and East European assistance has been at a lower level than the Sandinistas would like. But equally the Sandinistas have been reluctant to be seen relying too heavily on Eastern Europe.

Tass, the official Soviet news agency, quoted Mr Gorbachov as saying the Soviet Union would assist Nicaragua in "resolving urgent problems of economic development, and political and diplomatic support in its efforts to uphold its sovereignty."

Although the Soviet Union has traditionally been extremely cautious over Nicaragua, the official Soviet news agency quoted Mr Gorbachov as saying the Soviet Union would assist Nicaragua in "resolving urgent problems of economic development, and political and diplomatic support in its efforts to uphold its sovereignty."

This follows the defeat of moves by President Reagan last week in Congress to unlock \$1bn (£11.6m) for the "Contra" rebels fighting against the Sandinista Government.

Yesterday's meeting was at the start of a two week tour of Eastern Europe by President Ortega who is reported to be seeking up to \$200m worth of economic and financial aid.

Nicaragua is being obliged to turn to eastern Europe for funds as a result of the high cost of the war against the contras and the cumulative effect of U.S. economic sanctions.

The U.S. has also used its influence to curtail loans by western governments and international financial institutions. Among the measures reported under consideration by the Reagan Administration is

Defence groups 'charged Pentagon \$110m unfairly'

BY TERRY DODSWORTH IN NEW YORK

A U.S. Congressional team examining bidding irregularities in the defence industry has uncovered just under \$110m (£92m) in "absolutely inexcusable" claims against the Pentagon by seven major defence contractors. It concluded that excessive charging for overhead expenses "seems to be a general pattern in the industry."

Among abuses uncovered by the House of Representatives' armed services committee was a \$10,713 charge to cover operating losses in one company's executive barber shop, and a \$12,333 bill for two season sports tickets at the Los Angeles forum justified as useful for worker morale. Another company claimed \$1m for a two-year loss on its employee cafeteria.

"The problem is broader than one company, and the volume of questionable bills already found shows that the problem goes deep," said Mr William Nichols, a Democrat

from Alabama who is chairman of the committee's investigative panel.

The investigation follows the furore over alleged overcharging by General Dynamics.

Earlier this month, General Dynamics was accused of keeping two sets of books in order to pin the blame for massive cost overruns on its submarine contracts on the navy. In addition, the House's energy and commerce committee has claimed that the group charged expenses such as personal travel and entertainment against government contracts.

The armed services committee investigation also covered General Dynamics, along with Sperry, Newport News Shipbuilding, Bell Helicopter, McDonnell Douglas, Rockwell International and Boeing.

"None of these companies was identified individually, but Mr Nichols made it clear that several of them were abusing the system of overhead charges.

Canada PM questions SDI role

BY FIONA THOMPSON

MR BRIAN MULRONEY, Canada's Prime Minister, yesterday expressed doubts about his country's participation in research for President Ronald Reagan's Strategic Defence Initiative.

Mr Mulroney, on a three-day visit to Britain before flying to Bonn tomorrow to attend the seven-nation economic summit, said in London that he fully supported the research component in the Star Wars initiative, but was "less than enthusiastic" about Canada being involved in a process where "we don't call the shots where we don't set the parameters".

Canada has received an invitation to participate in space research for SDI and has appointed a special envoy to review the invitation and report back to the Cabinet.

On the larger claims for Star Wars, Mr Mulroney said he "understands what Mr Reagan's wish is and the manner in which he perceives it but I can't see that the President is going to be able to produce such a weapon out of the closet."

The Bonn summit will be Mr Mulroney's first. "I'm the new boy on the block," said the Prime Minister who swept to power with a landslide Conservative election victory last September.

Mr Mulroney said he viewed his trip to London and Bonn as an opportunity to cement relations with Canada's traditional friends and allies. He

will meet Mrs Thatcher this morning at 10 Downing Street to discuss east/west relations.

On the sometimes thorny issue of U.S.-Canadian relations, especially concerning trade, Mr Mulroney said the declaration of intent to reduce trade barriers signed during last month's Shamrock Summit between the two leaders in Ottawa was "extremely important".

A royal commission, appointed by Mr Piddington, reported in December that for drug smugglers to operate so openly "corruption must have reached a senior level of government."

The Free National Movement (FNM), with 11 seats in the 43-seat parliament, called for the no-confidence vote.

Bahamas PM faces confidence vote tomorrow

BY OUR FOREIGN STAFF

CONSTITUTIONAL experts in Peru have begun consultations in bow to avoid a second round in the presidential election. This follows the withdrawal from the race of the runner up in the first round on April 14, Sr Alfonso Barrantes, the Marxist mayor of Lima and candidate for the left-wing coalition, Izquierda Unida.

As a result of Sr Barrantes' withdrawal, the leading candidate, Sr Alan Garcia of the centre-left Apra (Alianza Popular Revolucionaria Americana) is assured of a win in the second round having obtained officially 48 per cent of the vote. But according to the constitution a second round must be held if the leading candidate obtains less

than 50 per cent of the vote.

Even before Sr Barrantes' decision last Thursday, President Fernando Belaunde Terry had said the results clearly showed Sr Garcia to be the winner and the country should avoid a second round.

Sr Barrantes had at first backed a second round in the hope of reminding Apra of the strength of his broad left coalition. However, he stepped down on the grounds that the campaign would be costly and potentially divisive at a moment when the country could least afford it.

Sr Garcia and his Apra party have been careful to insist on abiding by the constitution.

Peru presidential candidate withdraws from election

BY OUR FOREIGN STAFF

PERU'S Prime Minister Lynden Pindling faces a no-confidence vote tomorrow over an inquiry into drug trafficking that questioned his possible role in government corruption, Reuter reports from Nassau.

A royal commission, appointed by Mr Pindling, reported in December that for drug smugglers to operate so openly "corruption must have reached a senior level of government."

The Free National Movement (FNM), with 11 seats in the 43-seat parliament, called for the no-confidence vote.

WORLD TRADE NEWS

Canada dilemma over choice of bidders for defence contract

BY BERNARD SIMON IN TORONTO

THE CANADIAN Government appears to be on the horns of a diplomatic dilemma over the selection of final bidders for one of the most valuable military contracts it has awarded in recent years.

A short list of three potential contractors for a C\$600m (£345m) low-level air-defence system was due to be announced before the end of March.

But no word has yet been heard from Ottawa, fuelling rumours of division within the Canadian Government, as well as pressure from Canada's Nato partners, especially Britain, West Germany and France.

It is likely that the contract will be raised by the British Government during the present visit of Mr Brian Mulroney, the Canadian Prime Minister, to the UK.

Seven West European and U.S. consortia, each with Canadian partners, have bid for the contract. The weapons and radar system is to protect Canada's Nato forces, including two air force bases and a mobile brigade group in West Germany, as well as a rapid deployment brigade stationed in Canada.

Among the seven groups is one headed by British Aerospace, with a bidder based on the Rapier surface-to-air missile system.

The Canadian Defence Department's project office is understood to have recommended unexpectedly that the

Shultz trade call angers Brussels

BY DAVID MARSH IN PARIS

FRANCE IS making clear that it will insist on international safeguards being applied to nuclear reactors which is to negotiate to sell to Israel.

The deal, which has attracted controversy in recent weeks because of nuclear proliferation fears and opposition from Arab states, has been brought a step nearer by a decision to award a full-scale feasibility study of the nuclear power project, which could cost a total of \$2bn (£2.5bn).

France's undertaking to insist on safeguards on any reactor deal does not go as far as the U.S. would like. The U.S. Government has been trying for several years to force a ban on Western States' sale of nuclear equipment and materials to countries which do not allow international control of all their

nuclear facilities.

This condition, which is thought by France and other European countries to be over-restrictive, is a consequence of the Non-Proliferation Act passed under President Jimmy Carter's administration.

It has already put an effective block on the U.S. nuclear industry's hopes of bidding for a new generation of nuclear power station business in China.

The legislation has also caused an embarrassing cut-off of U.S. enriched uranium supplies to the Indian N-plants at Tarapur near Bombay—which led to France stepping in to substitute for the U.S. as suppliers.

France is placing high hopes on the possible Israeli deal for two 900 MW pressurised water reactors. Agreement would

insist on a non-proliferation guarantee for the imported reactor backed by controls from the International Atomic Energy (IAEA) in Vienna, a Foreign Ministry official said at the weekend.

"We will only sell reactors if there are guarantees of control," he said. These would cover both the power station itself and the enriched uranium supplied to it.

The IAEA has been making clear in its emanations contacts with Paris that it would expect France to associate any reactor deal with international inspection of the facility.

If agreed, IAEA controls would be the second to be imposed on an Israeli nuclear facility. Inspections are already carried out on the IR-1 research reactor at Soreq.

The Israeli venture is so important to Yugoslavia's economy that it is being monitored at the very highest government level.

The deal has created more than a ripple of interest in the U.S. because the privately owned import company hopes to put one model on sale at \$2,500 (£1,225) — or \$1,500 less than the cheapest car so far available to U.S. car buyers.

Mr Prior says that the first models will now arrive in the U.S. in late August at the earliest. First-year production for the U.S. will be between 40,000 and 70,000.

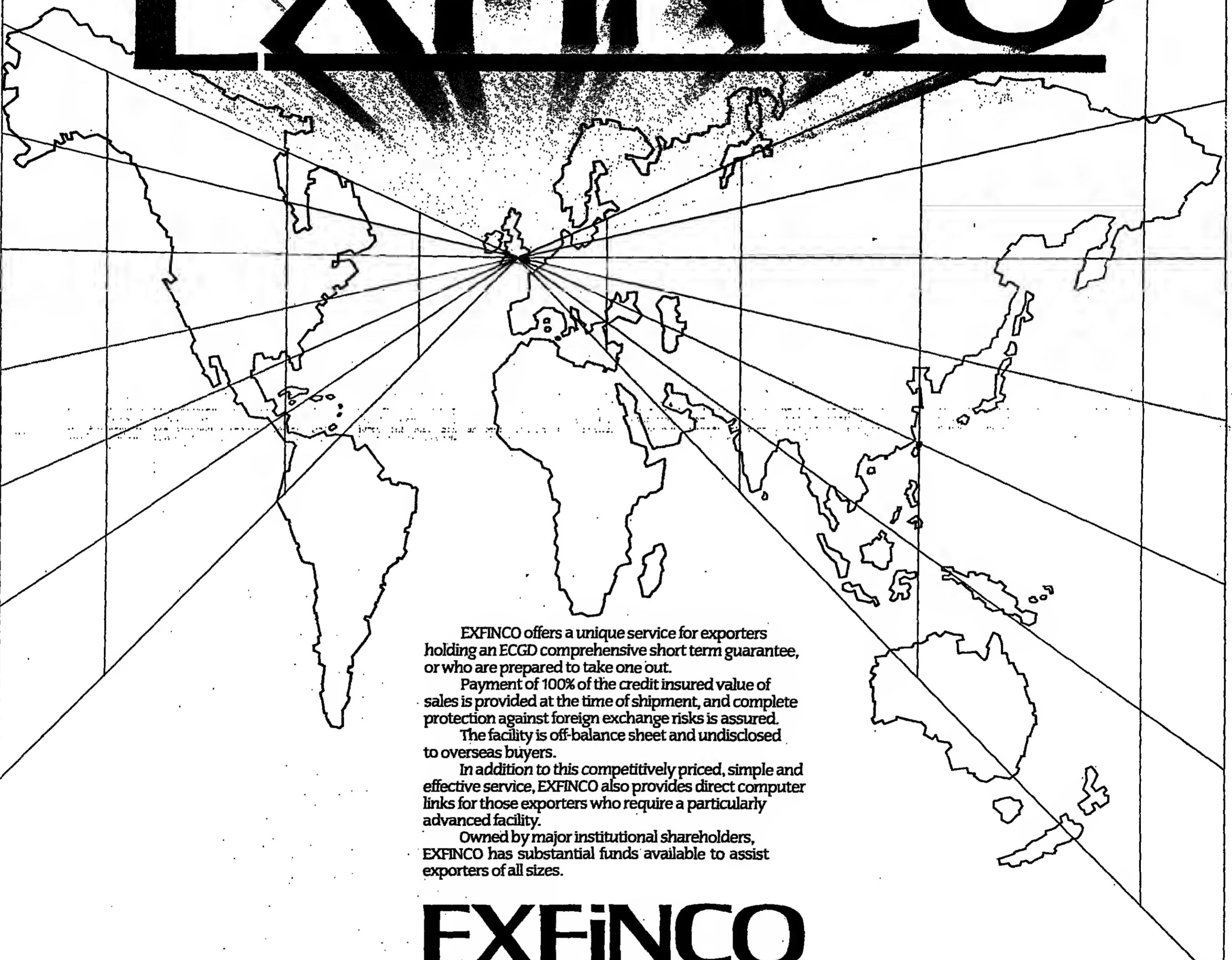
Yugoslavs delay U.S. car launch

By Kenneth Gooding, Motor Industry Correspondent

THE INTRODUCTION of Yugoslav cars to the U.S. has been postponed for "a few months" according

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UK NEWS

Clore tax claim settled at £67m

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT, IN JERSEY

THE 5½-YEAR legal battle over the estate of the late Sir Charles Clore, founder of the Sears Holdings retail empire, is over.

The Royal Court in Jersey yesterday approved compromise terms under which the Inland Revenue will be paid £57m in full and final settlement of its tax claims on the £123m estate.

The court heard that, without the compromise, the legal proceedings could have continued for another 10 years and the estate's potential liability to capital transfer tax and other UK taxes could have been as high as £94m.

The tax deal resulted from many months of negotiation that brought to a head all the complex litigation

in England and Jersey that has bedevilled the estate since Sir Charles's death in July 1979.

After payment of the tax the balance of £56m will go, as Sir Charles intended, to charity: £2m each to the Sir Charles Clore 1979 Israel Foundation and the Sir Charles Clore Jersey Foundation. An immediate £1m is to be given to each foundation.

The Jersey funds will be paid to two charities to be established in Jersey by Sir Charles's children, Mr Alan Clore and Mrs Vivian Duffield, with Mr Clore's charity receiving the slightly larger share.

In the 12 months before his death, Sir Charles transferred property out of England to Jersey in an attempt to avoid tax on himself during his lifetime and on his estate after his death.

Within months of his death the estate was ensnared in litigation begun by the Revenue, the Official Solicitor, the High Court-appointed administrator of the Clore English estate, and by Mr Clore, who challenged the validity of his father's two wills, from which he was excluded.

One will left all Sir Charles's property in Monaco to Mrs Duffield. The other left the bulk of his estate to a Jersey settlement for the benefit of charities in Israel and Jersey.

Under the terms of the compromise, the debts and tax liabilities of

the Monaco estate - which includes valuable furniture and paintings - will be paid out of the Jersey funds.

The bulk of the revenue's £57m will come from £5m held in England by the Official Solicitor and from the proceeds of sale of Sir Charles's estate in Herefordshire, Sir Charles's largest English asset.

It's was sold in 1979 for £20.5m, the proceeds being transferred - roughly, according to the High Court - to Jersey after Sir Charles's death. Those proceeds, which have now appreciated to about £40m, will be transferred back to England to the Official Solicitor.

The balance of the tax will come from the £40m English assets of Stype Investments (Jersey).

Strong growth in sales by Interlingua

By Richard Evans

INTERLINGUA/TI, the largest translation company in Europe, has increased sales by almost 50 per cent since the company was formed by merger last January. Turnover in the first three months of the year approached £1m.

The translation industry has traditionally provided a sensitive indicator of the UK economy, particularly towards exports. The first quarter figures are seen as confirmation of the economy's upturn in 1985, and it is expected that the trend will continue for the rest of the year.

"We believe that the increased use of electronic communications systems will inevitably lead to change, and more and more business will be concentrated with a smaller number of large firms with a true international capability," said Mr Bob Stanley, managing director.

The company's clients are traditionally in the commercial, legal, manufacturing and construction areas, with the major growth area currently in translations for the computer industry.

The merger between Interlingua and TI underlined the trend towards bigger companies with overseas links in what has been a very fragmented market. Apart from Tek of West London, most of the other UK-based translation companies are small.

Modest recovery forecast for washing machine market

By CHRISTOPHER PARKES

WASHING MACHINE and dryer manufacturers could be on the brink of a modest surge in demand in their main European markets, according to a survey published this week.

Refrigerator and freezer makers, however, are mainly operating in a saturated market. Without a technological breakthrough - possibly in freezer development - there seems little hope of real growth in the second half of the 1980s.

Euromonitor, the London market analyst bases its optimism for laundry equipment sales on the recent picture in the US. Two years of substantial increases there stemmed from strong economic growth and a rise in demand from purchasers who had bought machines in the 1970s.

While the US surge is expected to fade over the next two years, similar factors could lead to significant increases in sales in the UK, West Germany and France.

The report notes, however, that while only 47 per cent of US homes are equipped with a washing machine, the main European markets are effectively saturated in Italy, 92 per cent of households own one.

In West Germany the figure is 91 per cent compared with 83 per cent in France and 80 per cent in the UK.

Volume sales of automatics rose 12 per cent in the US last year compared with declines in France and the UK and only slight growth in Germany and Italy.

Unit sales of clothes dryers also increased 14 per cent in the US, matched across the Atlantic by rises of 26 per cent in West Germany, almost 7 per cent in France and 3 per cent in the UK.

In stark contrast, a separate report forecasts a bleak outlook for the refrigeration business. Only about 1.6m appliances were sold last year in the five countries studied, with the US absorbing 70 per cent

of the total. West Germany, the largest European market, took 9.5 per cent and the balance was split about equally between France, Britain and Italy.

Euromonitor observes that manufacturers have had considerable success in the past with innovations such as the introduction of the fridge-freezer, which is now the main product in the sector.

It adds, however, that the industry is now faced with the likelihood that its main role in future will be in supplying replacements.

The only source of optimism, the report concludes, is that continuing economic growth provide some stimulus, as has happened in the past.

Market Direction reports 11.1 Refrigerators and Deep Freezers, and 11.2 Home Laundry Appliances, Market Direction, 87 Turnmill St, London EC1M 5QU. Price £550 each.

ESTIMATES OF RETAIL SALES TO 1987						
1984	1985	Home Laundry			Home Refrigeration	
		(Sm at constant 1984 prices)	1986	1987	1984	1985
France	424	439	457	475	493	512
Italy	452	446	437	440	570	561
UK	802	806	825	828	503	543
U.S.	3,640	3,800	3,450	3,500	5,105	4,850
W. Germany	840	851	859	868	708	715

Source: Market Direction

Marketing of meat to be streamlined

By Andrew Gowers

MARKETING of British meat is to be streamlined as a result of a proposed management shake-up at the Meat and Livestock Commission, the Government-appointed body which provides advice and promotional services for the meat industry.

The commission said yesterday that it proposed to disband its Meat Promotion Executive, the subsidiary body which specialises in general promotion of meat, and resume direct control of marketing activities.

This was the central proposal of an independent review of British meat promotion published in October, which sharply criticised the MLC's alleged neglect of marketing and its top-heavy bureaucracy.

The reorganisation stems from a growing split within the meat industry in recent years between livestock producers, who have been keen to step up promotion and the trade, which has resisted an increase in advertising.

MLC officials say the need for a revamped marketing operation has been underlined by the public debate over diet and health, which has apparently accelerated a consumer trend away from red meat.

The MLC is proposing to create a senior non-executive post with the task of co-ordinating its marketing operations and to appoint a new marketing director. It plans to reduce the number of posts on its marketing-related committees from 135 to 66.

To fund its activities, the MLC is proposing a split levy system, under which slaughterers and producers would contribute to contribute towards the MLC's traditional work but producers would supply extra funds needed for promotion.

The adoption of the independent review's proposals follows six months of consultations with industry groups, some of which remain unhappy with the MLC's plans. Mr Keith Roberts, the commission chairman, said yesterday that he would continue to consult with the industry on their detailed implementation.

Australian subsidiary of BL 'could fetch up to £100m'

By KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

BL'S SUBSIDIARY in Australia is a prime candidate for return to the private sector and could be worth up to £100m, according to the Economist Intelligence Unit.

The subsidiary, called JRA, was last year one of the Australian motor industry's most successful in financial terms, as well as one of BL's most profitable offshoots.

Its turnover rose from A\$198.1m (£100m) to A\$208.8m, the operating profit was up from A\$11m to A\$12.8m, while retained earnings jumped from A\$6.1m to A\$14.6m.

This enabled a dividend to be paid on the ordinary shares for the first time of A\$5.1m.

The Economist Intelligence Unit's quarterly International Motor Services maintains that, on this performance, "JRA could raise between £40m and £80m-£100m on the market."

BL's Unipart spare parts subsidiary, scheduled for privatisation in 1986, probably would not fetch much more than £100m, it suggests.

"If Unipart - essentially Austin Rover's in-house parts division - is floated off, there would appear to be no compelling reason for keeping JRA in the fold," writes Mr Arthur Way, editor of the quarterly.

He recalls that JRA has been transformed in recent years by cutting back drastically on production and assembly activities and by stepping up distribution functions.

JRA has collaboration agreements with Peugeot of France (car distribution), Honda of Japan (car distribution) and with Hino, the largest Japanese truck group (bus distribution).

The Economist Intelligence Unit quotes Mr Philip Howlett, JRA's managing director, as saying his objective is "to position JRA firmly in the Australian motor industry for the second half of the 1980s as a strong, viable and free-standing company."

SPORTSWEAR GROUP BUYS UMBRO SUBSIDIARY

BY IAN HAMILTON FAZEY

ADIDAS, the West German sports and leisurewear company with sales of about £42m a year in Britain, is not to renew its 25-year-old sole distributor contract with the Cheshire-based Umbro International Footwear (ULF).

Mr Brendan Foster, managing director of Nike's British operations, said yesterday that Adidas - owned by Adi Dassler Sportschuhtafel - would buy ULF, an Ulster subsidiary, and that trading would continue under the existing management.

The price of the sale is not being disclosed. The companies are privately owned. Umbro will concentrate on developing its own growing textile business.

Conflict of interest between

Adidas' increasing business in sports clothing, where Umbro's brands have well-established market share, is given as the reason.

However, the emergence of the US-owned Nike in Britain - its sales have grown from zero to between £20m and £30m in only four years - cannot have gone unnoticed by Adidas, which has

long been the industry's market leader.

Recently it released its latest annual sales figure to prove that Nike had some way to go in the race for leadership of a market that has burgeoned with the fitness boom.

Mr Brendan Foster, managing director of Nike's British operations, said on the eve of the London Marathon this month that the company had already sold more than 1m items each of both footwear and apparel in its financial year ending today. Four years ago it sold only 30,000 pairs of sports shoes.

Adidas is also having discussions about future arrangements with Peter Black Leisurewear, which distributes its products to outlets outside the normal sports trade, such as retail fashion and department stores and mail order houses.

Sales in this sector are also growing, reflecting the increasing spillover of sportswear into general leisure markets.

Umbro's chief executive, Mr

Arnold Copley, a former senior partner with Price Waterhouse in the City of London, said yesterday: "One is bound to have tender feelings about parting with friends of 25 years' standing. When the contract began Adidas were in footwear only, so there was then no conflict of interest."

He emphasised that no jobs would be lost in the change and that Umbro would continue to make Adidas garments.

It would also now be able to devote all of its corporate resources to making and marketing its own brands, sales of which continued to grow.

Umbro employs 650 in factories at Macclesfield, Ellesmere Port and Wimblsow. It kits out with jerseys, shorts and socks both the England and Scotland football teams, together with 14 sides from the first and second divisions of the Football League.

Various shoe companies, including Adidas, Puma (a Dassler family offshoot), and Nike provide boots to teams or individual players.

Let's talk about... ISDN

Everybody's talking the telecoms of the future.

Ericsson installed it in 1984.

Imagine a network where computer communications actually work on a plug-in basis. A network handling not merely voice or data, but voice and data and image - a single genuinely global network where these and other services of the future will be instantly and economically available, and where the same operating standards apply throughout the world.

The usual name for such a network is the Integrated Services Digital Network - ISDN - and for several years telecommunications people have invited you to admire the beauty of the concept.

What is about all there has been to admire? Because although there's a range of services

available individually, they're not available on a single-network basis, and taking advantage of all of them is difficult and expensive.

The technologies exist, but they don't co-exist. So what's happening on the ISDN, and who's taking the action?

Well the good news is that there is action on a world scale. The telecommunications industry is determined to avoid the tangle of incompatibility which the computer industry has gone through - and is still going through. This means establishing agreed practices and protocols for all the telecommunications systems of the future. The governing body of international telecommunications (CCITT) has made steady progress. Basic standards should be agreed and published during 1985.

The even better news is that one manufacturer, at least, has been planning step by step alongside the CCITT. For several years, Ericsson has been installing exchanges which will act as nodes in the ISDN whatever the CCITT recommends. In 1984, Ericsson even demonstrated ISDN working in a normal commercial environment in Italy.

Ericsson: leader on all fronts

The problems of ISDN can be divided into three areas: transmission, switching, and management.

On all three fronts, leadership is in Ericsson's hands.

Ericsson has been working with optical fibre

since 1974, and has thousands of kilometres installed in conventional digital networks.

Handling staggering transmission volumes, the switches (the exchanges) in the network will be very heavily loaded, and will themselves need to be very high-capacity.

The Ericsson switching system, called AXE, can handle higher loads than any other switch available. The largest international digital switch in the world has been supplied by Ericsson.

But in the ISDN, switching is a matter of carrying as well as switching. AXE switches are designed to handle every possible type of service without re-design. An example is cellular, or mobile, telephony. Ericsson is a world leader in mobile telephony - the world's biggest mobile switch, which extends from the Arctic Circle to Denmark, is equipped throughout with AXE switches.

All the hundreds of digital AXE switches already installed in the world are designed as nodes in ISDN.

The telecommunications network has been called the biggest machine in the world: suddenly, it's going to be a whole lot

UK NEWS

MPs seek retaliation over U.S. taxation

A RETALIATORY tax measure in protest at a corporate taxation system used by nine states of the U.S. was being tabled in the House of Commons last night as an amendment to the Finance Bill, Christian Tyrell writes.

The amendment's sponsors claim to have more than 260 supporters, mainly Conservative MPs. The strength of feeling is such, according to Whitehall yesterday, that Mrs Margaret Thatcher, Prime Minister, may again raise the issue when she meets President Reagan at this week's economic summit in Bonn.

It is the second year running that campaigners against the use of so-called unitary tax in the U.S. have put pressure on the Government to take retaliatory powers.

The move is aimed mainly at California, where renewed efforts are being made to repeal the controversial assessment system of multinational companies' local tax liability.

Unitary tax means that local subsidiary companies are assessed on the basis of their group's worldwide profits, payroll and assets.

Ministers are expected to delay a decision whether to allow the amendment to come to a debate, while declaring their support for the protesters.

Mr Michael Grylls, a Conservative MP and author of the amendment, said: "The patience of the House of Commons has finally run out. We have no alternative but to take retaliatory action."

The amendment would allow the Government to withdraw from a U.S. company subject to tax in a unitary tax state the right to claim refunds of Advance Corporation Tax on dividends received from its UK trading subsidiaries.

AIR travel to and from the UK continues to rise. The number of passengers passing through the seven airports administered by the British Airports Authority last month rose by 16.5 per cent to almost 4m. It was the highest monthly gain for six years.

CONFIDENCE among small business about the general trading prospects improved markedly during the first quarter. A survey in Your Business magazine of 284 independent companies said 45 per cent were more confident than they were three months ago.

THE CHAIRMAN of the London Stock Exchange, Sir Nicholas Goodison, begins his campaign today to gain support for changes in the exchange's constitution.

Sir Nicholas is attempting to head off opposition to reforms which are designed to allow outside groups 100 per cent ownership of stockbrokers and stockjobbers.

A meeting of 4,500 members of the stock exchange has been called for June 4 at which the changes are to be voted on by the membership.

MR NEIL KINNOCK, the Labour leader, said he would be happy to work in the House of Commons with Mr Ken Livingstone, left-wing leader of the Greater London Council, if he was elected to parliament. Mr Livingstone was selected at the weekend as parliamentary candidate for the London Labour-held seat of Brent East.

BRITISH RAIL announced a new fares structure, replacing a wide variety of tickets with just three: standard, cheap day and saver.

The changes, to take effect from May 12, will not raise basic fares but some peak-time passengers will have to pay more. BR says many off-peak travellers will pay less.

Thatcher puts emphasis on overseas visits

BY PETER RIDDELL, POLITICAL EDITOR

MRS MARGARET THATCHER, Prime Minister, has spent more than four times as long abroad on official business since the 1983 general election as she has out of London in Britain.

In nearly two years, Mrs Thatcher has been north of the Midlands of England only three times, twice to North Yorkshire and once to Merseyside. There are large parts of Northern England which she has never visited as Prime Minister.

The figures, revealed in a parliamentary written answer last night, show that Mrs Thatcher has spent 78 days or parts of days on overseas visits since June, 1983, and 18 days on official visits in the UK.

The answer excludes time spent on political business, such as her recent visit for part of a day to Newcastle or to the Conservative Party conference at Blackpool in October, 1983, or personal visits and those as guest of the Queen.

Mr Jack Straw, the Labour MP who tabled the question, said last night that Mrs Thatcher was out of touch with UK problems. "The Prime Minister now knows far more about West Germany (four visits); France (four visits); or even Brunei, than she does about three-quarters of Britain."

Mr Straw, who is a Labour environment spokesman, clearly wants to capitalise on the figures ahead of

Michael Donne reports on the £89m bid for Britain's only helicopter manufacturer

Bristow's plans to keep Westland flying

THE MAIN QUESTION facing shareholders in Westland Aircraft Group, Britain's only helicopter maker, in the light of the £89m bid from Bristow Rotorcraft, is whether any change in ownership could change Westland's present situation.

The company's problems have stemmed from a combination of factors. Primarily, the weakness in civil helicopter markets - as Westland itself admitted yesterday - is due to the worldwide economic recession, which has cut demand from companies and other customers for civil and military aircraft, which in turn has made it difficult for Westland to sell its civil W-30 worldwide.

Westland has suffered other setbacks. One has been the delay in settling the substantial Indian Government order for 21 W-30 aircraft, which still remains in the balance.

Another was the collapse of the plan to build the Lynx in Egypt for the Arab Organisation for Industrialisation, for which Westland has been trying to win compensation.

Yet another setback was the delay in the EH-101 combined civil and military helicopter programme, in collaboration with Agusta of Italy. This was largely due to delays in government decisions on funding that programme.

A fourth factor has been the UK Government's delay in settling its own requirement for a helicopter to

replace the ageing Puma and Wessex aircraft in the RAF and Army, under the Air Staff Target (AST) 494 programme.

These elements have combined to create a shortage of work. As a result, Westland's pre-tax profit for the year ended last September 30 fell to £2.75m from £20.9m in the previous year, on sales of £26m.

The longer-term market outlook, however, remains good. Sikorsky of the U.S., Westland's big rival, suggested in a recent forecast that from 1985 to 1989 the world market for helicopters would amount to some 10,000 units, worth \$1.8bn, of which the civil market alone would amount to 5,513, worth \$3.7bn.

It forecast that from 1990 to 1999, a further 11,841 civil helicopters, worth \$13.1bn, would be sold, with a total market, including military types, of 25,336 helicopters worth \$52.6bn.

It is a recognition of such forecasts that is fuelling the Bristow

use of rotary-winged craft not only in the North Sea oil and gas industries but in offshore industries worldwide.

Bristow Helicopters is now one of the world's biggest helicopter operators with over 140 aircraft of various types and over 1,300 staff. British and Commonwealth Shipping today holds a substantial interest in the company, although Mr Bristow retains a share.

Bristow Rotorcraft bid for Westland, Mr Alan Bristow, 61, whose new company Bristow Rotorcraft is bidding for Westland, is a self-made multi-millionaire with a reputation for exceptional toughness in business. He is putting some of his own money into this venture.

Mr Bristow - who was once a test pilot for Westland - created Air Whistler, an Antarctic whale-spotting company using helicopters, in 1981. He set up Bristow Helicopters in 1984. He pioneered the

ownership and management of

Westland cannot by itself change the market and cannot bring in orders from reluctant purchasers.

What it can do, in the words of Mr Bristow, is to revitalise the company by improving productivity per man-hour, streamlining management, expanding the use of the available talent, and making the operation much more productive.

Mr Bristow admits that a new management would inherit many of the same problems in terms of shortage of orders, but he says that it is in the way that those problems are tackled will lie the longer-term success of the company.

He believes that one way forward is to change the company's outlook on collaborative agreements with foreign companies, especially in the U.S.

A deal with Sikorsky of the U.S. - a company which has made it clear that it wants to build a major base in Western Europe - would not be ruled out.

It recognises that a change in

It is widely believed in the U.S. helicopter industry that programmes such as the U.S. Army's LHX (Light Helicopter Experimental) for upwards of 7,000 aircraft - one of the biggest helicopter programmes yet - will leave Western Europe behind in terms of advanced helicopter technology.

It is Bristol Rotorcraft's view that it try to win a share of such programmes on a collaborative basis would be far more sensible than trying to fight them at vast expense.

Westland itself pointed out yesterday that its admitted weaknesses stemmed entirely from the effects of the world recession on W-30 civil sales, and the delays on the purchase of that and other helicopters by various Governments, such as India. The board was "reorienting its helicopter and hovercraft group activities with the aim of limiting its exposure to such risks in future."

The Westland board was also examining possible ways of allowing shareholders to "participate directly in the opportunities of the technologies group." This is understood to mean that Westland is anxious to find ways of enabling shareholders to benefit from the more profitable elements in the group, without having their investment returns diluted by helicopter losses.

Inquiry calls for union to change ballot practices

BY PHILIP BASSETT, LABOUR CORRESPONDENT

FINDINGS OF an independent inquiry into the running of last year's now-cancelled ballot to find the next general secretary of the Transport and General Workers' Union (TGWU) broadly clear the union of ballot-rigging. Allegations of a considerable number of voting irregularities are upheld, however.

The confidential report of the Industrial Society sent yesterday to Mr Moss Evans, the retiring general secretary, recommends far-reaching changes in the conduct of voting procedures in the union. Although these relate specifically to the union's largest region, London and the south east, where the inquiry was conducted, the report by Mr John Garnett, the society's director, makes it clear that its suggestions should be taken up by the TGWU nationally.

The union's executive council ordered a re-run of the ballot last week after a number of allegations of malpractice in the ballot won by Mr Ron Todd, a left-winger. He defeated Mr George Wright, the moderate Welsh secretary of the union by a margin of 41,817, the narrowest recorded in an election held by TGWU, Britain's largest trade union.

Arrangements for the new vote are already going ahead and it is not yet clear whether proposed changes will be in place by the time the vote takes place on May 13.

EUROPEAN TRADED OPTIONS

Tuesday-Wednesday-Thursday-Friday

Only in the Financial Times

Elf signs £650m oil loan deal

By Ian Hargreaves

ELF UK yesterday signed a deal with 34 banks to borrow up to £650m to finance development of the North Alwyn field in the North Sea.

Bankers say the deal is the largest project loan in the history of the UK sector of the North Sea and one which involves several innovative features.

Elf will borrow £400m in the first instance - about one third of its share of financing North Alwyn. The remaining funds will come from internal corporate sources. An additional £250m is available from the banks in the event of cost overruns on the project.

Under the terms of the deal, the banks will take over from the oil company the risk of the project failing for technical or financial reasons.

This is not the first time banks have taken this risk in North Sea project loans, but it is believed to be the first time they have done so without obtaining from the borrower a premium loan rate in the second stage of the project, when oil is flowing.

The North Alwyn loan offers the banks three quarters of a percentage point over the London Interbank Offered Rate (libor) - a margin which would have been considered unacceptably low until the recent buyers' market in energy financing markets.

The most novel feature of the loan is the provision which allows Elf, should it so desire, to substitute draw-downs from the syndicated bank loan with borrowings from non-banking sources, such as the commercial paper market.

According to the loan terms, Elf could substitute part of the £400m project financing in such a secondary market, if it found attractive terms, while still retaining the protection against project failure contained in the terms of the syndicated loan.

Thatcher puts emphasis on overseas visits

BY PETER RIDDELL, POLITICAL EDITOR

MRS MARGARET THATCHER, Prime Minister, has spent more than four times as long abroad on official business since the 1983 general election as she has out of London in Britain.

In nearly two years, Mrs Thatcher has been north of the Midlands of England only three times, twice to North Yorkshire and once to Merseyside. There are large parts of Northern England which she has never visited as Prime Minister.

The figures, revealed in a parliamentary written answer last night, show that Mrs Thatcher has spent 78 days or parts of days on overseas visits since June, 1983, and 18 days on official visits in the UK.

The answer excludes time spent on political business, such as her recent visit for part of a day to Newcastle or to the Conservative Party conference at Blackpool in October, 1983, or personal visits and those as guest of the Queen.

Mr Jack Straw, the Labour MP who tabled the question, said last night that Mrs Thatcher was out of touch with UK problems. "The Prime Minister now knows far more about West Germany (four visits); France (four visits); or even Brunei, than she does about three-quarters of Britain."

Mr Straw, who is a Labour environment spokesman, clearly wants to capitalise on the figures ahead of



Mrs Thatcher: accused of being out of touch

Thursday's County Council elections, but the results will clearly embarrass Mrs Thatcher, who is anyway being sensitive about charges that she spends too much time out of Britain.

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Mr Straw, who is a Labour environment spokesman, clearly wants to capitalise on the figures ahead of

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EDITED BY CHRISTOPHER LORENZ

THE MANAGEMENT PAGE: Small Business

A potter's dilemma

Whether to wheel in automation

Will Dawkins reports on the crunch point for Whichford's 'Luddism'

AS JIM KEELING put the finishing touches to his fourth flowerpot since lunchtime, he wiped the clay from his hands and professed to being something of a Luddite.

Not the kind of attitude one would expect from the proprietor of a thriving business with sales of £75,000 in the year to last September, expected to grow to more than £100,000 in the current 12 months.

Yet Keeling, 32, has steered well clear of modern production techniques and done everything possible to model his Warwickshire flowerpot factory on a Victorian craft business. Indeed, the most up-to-date equipment to be found at Jim Keeling Flowerpots consists of a few clay-spattered telephones.

Even more alarmingly, Keeling includes no sales staff among his eight employees. "I rely on the customers liking the product and saying 'yes' when I ring them up," he says, belying the sort of marketing innocence which has contributed to the death of scores of British companies.

It is an unlikely sounding strategy for a business which has grown over the past four years to become the UK's largest producer of hand-thrown flowerpots and terracotta gardenware in terms of the number of designs in its range. Examples of its work are scattered in such exalted places as the P & O luxury liner Royal Princess, a palace in Rabat, the Royal Horticultural Society's gardens in Wisley, and Conran, the up-market house and garden furnishing shop in London's Fulham Road, which buys between £800 and £1,600 worth of Keeling's pots annually.

Keeling is unashamed about his apparently archaic working practices. They have enabled him, he says, to keep overheads low enough for his flowerpots to undercut by around 20 per cent the imported Italian and French machine-made equivalents, which account for an estimated 90 per cent of the £20m UK market.

"There is a lot of scope for cutting costs by having a minimum of white-collar management," he says. "All I have done is to set up a modern version of a 19th century pottery—and it happens to be bloody efficient."

The irony is that many of his garden centre customers do not even know that Keeling's

Hugh Rountledge
Hugh Rountledge

wasn't going to be able to pay for this place."

Terracotta was becoming increasingly popular, but garden centres preferred to buy imported products from groups with attentive sales representatives, rather than purchase over the telephone from an unknown rural potter.

In desperation, Keeling arranged a sale in a warehouse in London's East End after sending press releases to national newspapers in the hope of gaining publicity. Only one paper took the bait, but the results of its coverage were spectacular. Keeling took £10,000 from the warehouse sale in the next week, from just £200 in the previous seven days. "That taught me a lot. You have to tell people that you are there. It also changed the trade's attitude to me," he says.

Sales in that year, 1983, almost doubled from £25,000 to £45,000, and now 60 per cent of the company's turnover goes to garden centres, with the rest sold directly or by mail order.

So where does Keeling go from here? The business is now solid enough, he feels, to allow him to return to his original intention of producing a wider range of ceramics, or "fancyware" in potters' jargon. To this end, he recruited Jonathan Atkinson, 44, former head of Hereford College of Art's ceramics department, to work on new projects—including hand-made tiles and even larger pots—in which Keeling will invest £15,000 this year.

Keeling is refurbishing a 50-year-old clay processing machine, acquired from a derelict tilerworks in Hereford. This, he hopes, will help him refine clay on a local tilerworks.

H. F. Warner, which has just been taken over by Ibstock Johnsons, the publicly quoted

gardeners, is his brick-maker.

The risks that lie ahead are still considerable. Other small potters are jumping on the gardenware bandwagon, a broken arm could spell disaster, and clay supplies are uncertain.

It is no accident that Keeling designed his pottery so that it could easily be turned into three terraced cottages with minimal structural alterations.

He admits: "That's the one thing which allows me to sleep at night."

pots are hand-made. In that sense, his business is a clear illustration of how traditional technologies can—under the right circumstances—still compete against modern automated manufacturing processes.

However, Keeling's progress has not been entirely smooth, and it seems unlikely that he will be able to maintain the pace without introducing machine moulding for the cheaper high volume pots which are so important in providing a stable flow of earnings. "I make a lot more money selling one large flowerpot for £50 than I would do from selling 100 for 50p," admits Keeling.

But automation would be a costly investment which Keeling is unwilling to make, and which he fears would jeopardise the quality of his wares. With prices ranging from 75p for a beaker-sized Italianate vase, they are uncompetitively aimed at up-market gardeners.

Keeling's love-affair with pots began when he got a job reconstructing ceramics on an archaeological dig in the Middle East, shortly before going up to Cambridge 13 years ago. After taking a degree in medieval history, he worked for six months in a small family flowerpot firm near Farham, Surrey. "I couldn't think of anything else to do," he confesses. "I couldn't bear the idea of sitting in an office all day, and I was good with my hands."

By the time he left, Keeling could throw 720 four-inch diameter flowerpots in a day, which he reckons is at the bottom end of the professional potter's scale. He acquired a cottage in the Oxfordshire village of Middle Barton with a little finance help from his family, and set out to produce a range of ceramics in a nearby barn he converted.

It soon became clear that flowerpots were more profitable, as well as being quicker to make than more elaborate products. By the end of the 1970s, Keeling and his two employees were selling 10,000 to 15,000 flowerpots annually to local garden centres and to anybody who happened to drive by.

There seemed plenty of scope to expand by selling more to garden centres, so the local branch of Lloyds was happy to underwrite by around 20 per cent the imported Italian and French machine-made equivalents, which account for an estimated 90 per cent of the £20m UK market.

"There is a lot of scope for cutting costs by having a minimum of white-collar management," he says. "All I have done is to set up a modern version of a 19th century pottery—and it happens to be bloody efficient."

The irony is that many of his garden centre customers do not even know that Keeling's

In brief...

ALMOST 20,000 people took advantage of the tax reliefs available to investors in unquoted companies under the Business Expansion Scheme in 1983-84, but until now, little was known about their backgrounds. Charterhouse Development, which has two BES funds to its name and will shortly issue a third, has gone some way towards finding out, with a survey of almost 900 of its BES investors.

It shows that the average Charterhouse punter is a member of the older generation, a higher rate taxpayer, a keen Financial Times reader, and has a professional background.

The respondents included a high proportion of accountants, solicitors and doctors, though a number simply described themselves as "venture capitalists."

Five-six per cent of the respondents were aged over 50, while 70 per cent paid a marginal tax rate of 50 per cent, and 57 per cent were married.

The survey revealed a surprising lack of interest in investors' parts in the quality of the companies into which Charterhouse was putting their cash. They were far more interested in claiming tax relief.

Only 4 per cent of the respondents said the opportunity to invest in growing companies played a large part in their decision to go to Charterhouse, while 46 per cent said BES tax incentives were the prime attractions. The rest said both factors were equally important.

However, Charterhouse's investors also showed a hardened attitude to taking investment risk, with 43 per cent saying that they would like to see up to half of their money invested in new or very young companies, and 4 per cent arguing that the entire fund should be devoted to start-ups.

Keeling is refurbishing a 50-year-old clay processing machine, acquired from a derelict tilerworks in Hereford. This, he hopes, will help him refine clay on a local tilerworks.

He admits: "That's the one thing which allows me to sleep at night."

"A FAIR WAY TO TRADE," a practical guide just published by the Co-operative and Development Agency, is packed with useful advice on the do's and don'ts of exhibiting at trade fairs. Although it is written with workers' co-operatives in mind, it is equally valuable to budding entrepreneurs of all kinds.

Gerry Finnegan, author of the booklet and marketing lecturer at the University of Ulster, estimates that 80 per cent of the leads picked up by the average exhibitor at a trade fair lead to sales, as

against just 15 per cent from mail shots. The booklet includes a checklist of all the details that need to be arranged before mounting an exhibition, as well as suggestions for the best opening gambits to employ when a potential customer visits the stand.

Avoid approaching a visitor with meaningless questions like: "Can I help you?" suggests Finnegan. Try to start with a remark that will lead on to a specific topic like: "How does this compare with what you are looking at at the moment?" or "Does this form part of your range?"

"You have an opportunity to demonstrate the intangibles as well as the tangibles at a trade fair—your image, your messages (social and business) in addition to the products and props," says Finnegan.

The booklet costs £1.50 and is available from the Co-operative and Development Agency, Broadmead House, 21 Fanou Street, London, SW1.

THE University of Newcastle upon Tyne has teamed up with two other academic bodies and two local authorities to set up a centre to advise and support small technology-based companies.

Newcastle Technology Centre has been established with £200,000 provided by the university, Newcastle City Council and Tyne and Wear County Council, with an extra £75,000 from the European Commission. Newcastle and Sunderland Polytechnics are also involved.

The centre will seek to identify new business opportunities and help entrepreneurs to plan projects, drawing on the skills available among its backers. It will also help the three academic institutions taking part to translate research ideas into commercial products.

"A FAIR WAY TO TRADE," a practical guide just published by the Co-operative and Development Agency (Wenta), is borrowed £800,000 from the National Westminster and Co-op banks to convert and refurbish a 28,000 sq ft industrial complex on the Ninth Western Avenue. Part of the loan has been guaranteed by CASE Communications. Tenants (60 small firms) will be able to enter into short-term leases under licence, which will involve them in no legal expenses. Details from Ken Hards, director of Wenta, telephone 0923 47373.

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WD

Choosing the appropriate business structure

Malcolm Gammie writes the first in a six-part fortnightly series



IF YOU are planning to join the growing entrepreneurial class in the UK, the value of you idea, the size of service you intend to provide and your business acumen are crucial. Do not, however, overlook your tax position—it may be a costly mistake.

Your first decision must be the form of business organisation you should adopt. Do you want to be "unincorporated," operating the business as a self-employed person or in partnership? Or do you want to "incorporate," which means forming a company and becoming a shareholder and director in it?

The profits you earn as a self-employed person form part of your income for tax purposes. You may be taxed on them at personal income tax rates of up to 60 per cent. If you invest the profits in certain business assets like machinery, that may, however, attract tax deductible allowances.

There are a number of important general points to consider when choosing your business structure. You might find it easier to attract outside finance as a company.

Business Expansion Scheme tax incentives for outside investors are only available if they put their cash into an incorporated company. From your point of view, a company offers the possibility of limiting your liability—in the event of its failure—to the capital you put in. A company is, on the other hand, more costly and time-consuming to form and administer.

It is difficult to turn back if you decide to incorporate because the tax cost of transferring the business back into your own hands is often prohibitive. An unincorporated business offers more flexibility. If you start out as self-employed, you can always create a company later. This will often be the most logical pattern, and making that step is considered in the next article in this series.

Malcolm Gammie is Director of National Tax Services at KMG Thomson McLintock. Other articles in the series will cover when to incorporate, reducing the tax burden, falls of Value Added Tax, how to structure a group, and how to hold down the business.

Business Opportunities

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571 FINANCIAL TIMES SURVEY

Tuesday April 30, 1985

World Shipping and Freight Futures

At a time of stiff competition in shipping, with major new investments in container and bulk vessels, tomorrow sees the opening of the new freight futures market on the Baltic Exchange. For the first time, operators will be able to insure themselves against swings in dry cargo freight rates.

Battle of the giants in container trade

AS SHIPS get bigger, it seems, so the industry's problems increase. This time round, it is the turn of the container shipping sector. Next could be the cruise ships. In past years, the tanker, gas, and bulk cargo markets have all suffered from the complications of size.

It may not be the ideal background for the launching of the new freight futures contract on London's Baltic Exchange. But the intention is to protect those in the industry against fluctuations in rates, and these can occur in slack as well as boom times, though less sensationally.

Shipping is an industry in which crisis, at least in the last few years, has become almost a way of life. True, if is not just the size of individual ships that is the problem. Last year brought a welcome rise in cargo volumes for a number of routes and services, notably serving the U.S. economy, world steelmakers, and Soviet grain importers. But many of the benefits were nullified by overcapacity.

Thus, despite the extra business, most freight rates stuck fast to their previous levels or fell back after edging up for a few months. Despite steady scrapping, and ever more vocal attempts to promote this brutal method of ending the surplus, there is still far too much tanker and bulk tonnage about.

More and more ships are still being delivered, though the age of the big tanker is now clearly

Report by Andrew Fisher, Shipping Correspondent, with contributions from John Edwards, Commodities Editor

over. Some 500 of these still exist—in mid-1981, there were 700—but such vessels are the prime candidates for scrapping. It is the amount of bulk tonnage being delivered which has kept down freight rates for commodities like iron ore, coal, and grain.

Drama

A rough balance between supply and demand should be struck in about a couple of years. But it is this very period that is expected to see a real battle of the giants in container shipping on liner (scheduled cargo) routes. The reason is the billion dollar spurge on new ships, containers, and other equipment, by Evergreen of Taiwan, closely followed by United States Lines.

So drama will certainly not be in short supply in liner shipping. Already, over-tonnaging is put at around 20 per cent. When the new vessels of Evergreen, U.S. Lines and others are all in service, it is likely to be twice this. Both Evergreen, headed by ex-seafarer Mr Y. F. Chang, and U.S. Lines, run by Mr Malcolm McLean, intend to stamp their mark on the industry with round-the-world services.

Liners in all countries are worried. Mr Nisaku Matsuda, president of Nippon Yusen Kaisha, a major Japanese shipping company, said the crisis facing his country's industry was critical. "During a chronic glut of both tanker and dry cargo vessels, the shipping industry is experiencing an upheaval—particularly in liner services."

For over four years, he added, the liner, the cruise (ships available for hire anyway) and tanker services had been in simultaneous depression. "There is virtually no prospect as yet of emerging from this structural decline."

He could well have extended his lament to shipbuilding, also struggling to deal with the problems of too much capacity.

Much recent ordering has occurred because of low prices offered by yards, mostly in the Far East, to fill their depleted order books.

Having done this, South Korean and Japanese yards are still having trouble finding enough new work. Japan, the world's leader, has cut capacity after the rapid growth that preceded the 1970s oil crisis, which ended the boom in big tankers.

In Europe, where the industry is a shadow of its former world-dominating self, much capacity has also been shed and subsidies are mostly needed to match the price gap with Asia.

Such a situation can easily fray tempers. Mr Graham Day, the chairman of state-owned British Shipbuilders, has said "he dreams of the day when China overhauls Korea as the world's lowest cost, volume shipbuilder."

Not all shipbuilders have

gone through quite the traumas

that yards in Britain have.

Sweden has cut back sharply, but the surviving Kockums yard is a highly efficient builder of cargo ships—it built three big combined container and roll-on/roll-off vessels for the Atlantic Container Line (ACL) consortium—and has moved into cruise vessels.

Making money out of complex passenger vessels is not easy.

Some European yards, especially in West Germany, have lost

heavily. But there are some big shipping market, though a highly visible one. Britain's Finland, a highly specialised P & O group, with stakes in container, gas and bulk shipping, also has a cruise ship fleet, to which the newest addition is the Wartsila-built Royal Princess costing over \$150m.

The U.S. market, but is settling for one of half the capacity.

Overcapacity, the shipowners' familiar cri de coeur, is not a fear confined to cargo shipping, therefore. Nor is the cruise market one that European shipbuilders can cheerfully claim for themselves. Japanese yards, with plenty of skills in building sophisticated cargo ships, would love to make inroads into the passenger market.

Passenger shipping, with cruising up at the glamour end, is what the industry means to most non-maritime people, a reminder of the days when the sea was the means of long-distance travel. Today, the sector ranges from hovercraft through ferries with varying standards of comfort to luxury liners.

Nonetheless, cruise ships are a very small part of the world

future. They are also considering whether to join forces with the promoters of more world scrapping facilities—Taiwan has the most—so as to try to bring about a better tonnage balance.

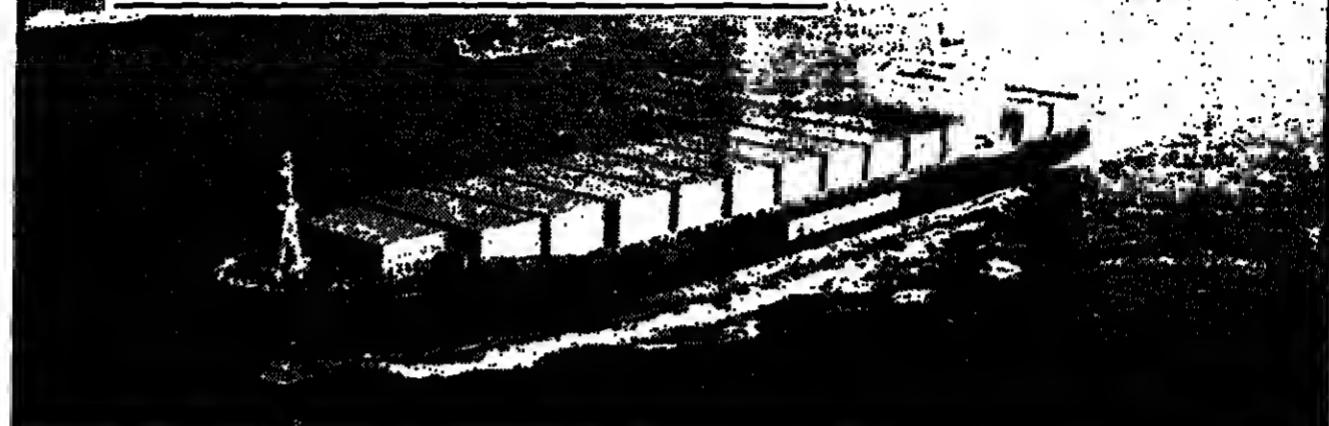
Whether or not this is achieved, or even approached, bankers will be among the most concerned observers. Loans to the shipping industry total some \$50bn, and much of it must be at risk in the industry's current vulnerable state. Banks have tried to nurse clients through hard times. But they have also turned off the life support systems of some shipowners. There are bound to be more terminal cases.

Ever Glory, one of the round-the-world container ships in the Evergreen fleet, a major force in the increasingly competitive world of liner shipping. The Taiwanese line was the first to start a two-way global service

Source: R. S. Platou, Oslo.

World order fluctuations						
	(in dwt)	1978	1979	1980	1981	1982
Deliveries		25	20	18	24	26
New orders		12	36	26	24	12
Order backlog		24	44	52	52	27
World fleet		631	637	642	660	657

† At December 31 1984



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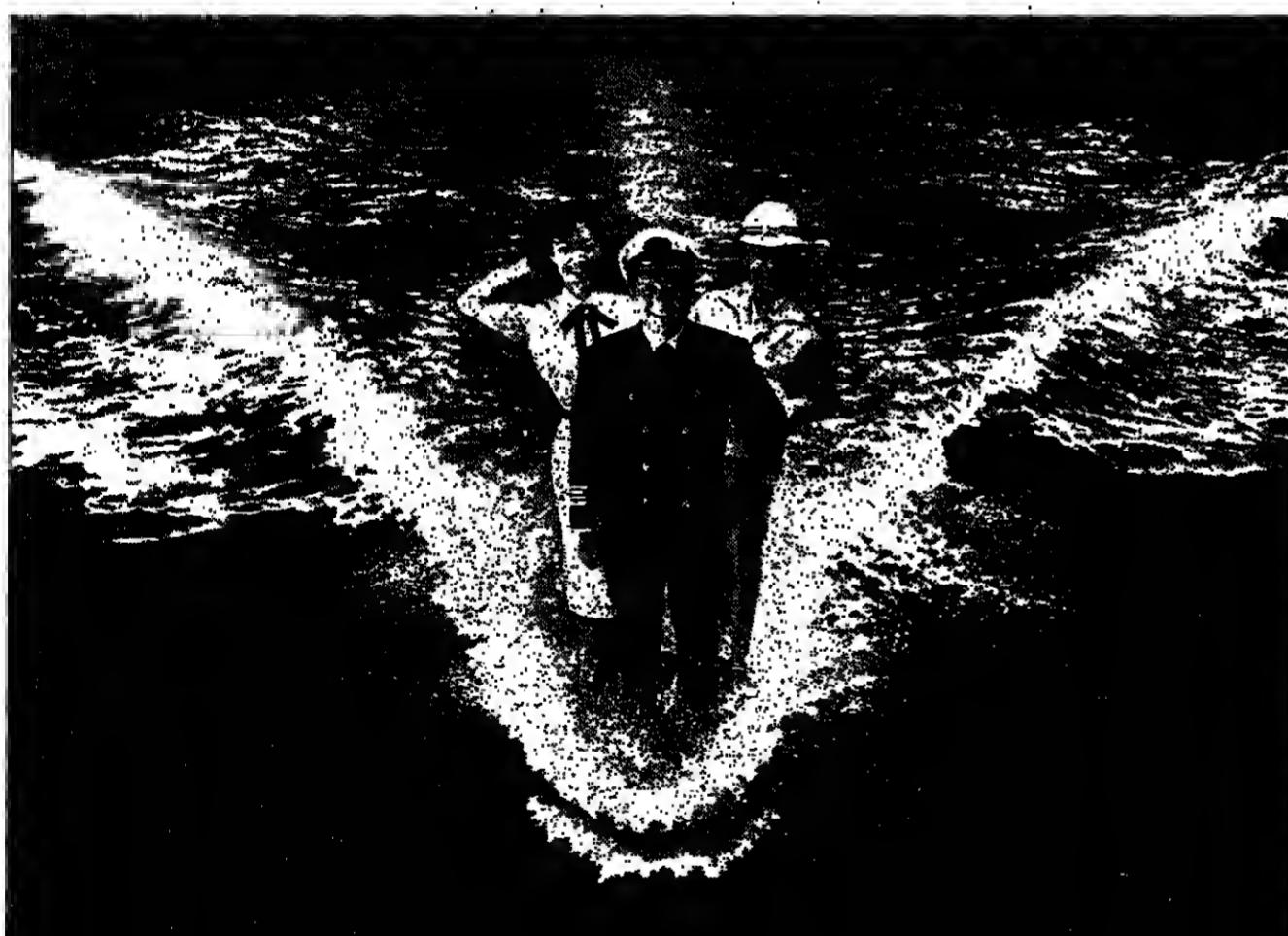
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Baltic Freight Index: vital basis for Biffex 3

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Fuel shipments: huge tonnage of surplus tankers 4



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ON MAY 1, 1985

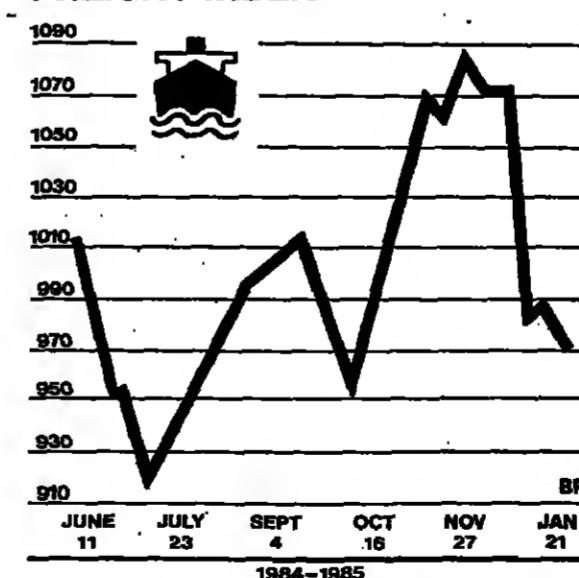
The Contract

The Freight Futures Contract is based on an Index which represents the movements in the spot International dry bulk cargo market. The spot index is currently valued at around 1,000 points.

Positions in the Freight Futures Contract may be liquidated by an offsetting purchase or sale at any time prior to the last trading day, at that time all outstanding contracts will be settled in cash.

Contract value is determined by multiplying the Index by US\$10. The minimum price fluctuation is half of one index point, equal to US\$5.

FREIGHT INDEX



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World Shipping and Freight Futures 3

John Edwards explains the background to the new freight futures exchange (Biffex) and describes how the market will work.

Problem of standard contract overcome

Biffex

SHIPPING HISTORY will be made on the Baltic Exchange in London tomorrow when the freight futures contract is formally launched by Sir Alan Tissell, Lord Mayor of London. Sir Alan Trail. For the first time, ship owners, operators, brokers and charterers will be able to insure themselves against fluctuations in freight rates.

Biffex (Baltic International Freight Futures Exchange) will initially deal in an index based on bulk dry cargo routes. However, if it is successful, futures contracts for tankers and other freight rates will almost certainly follow.

The main pressure for the introduction of a freight futures contract came from the grain shippers, who have long felt that their profits on grain transactions are extremely vulnerable to unpredictable changes in the volatile freight market.

However, although grain shippers may well be the biggest users of a contract, there has a much wider appeal among many other sectors of the shipping and commodity industries.

Trade and private, speculators will also be given the opportunity of gambling on whether the freight index is going to rise and fall, thereby helping to provide extra liquidity to the market.

The traditional purpose of a futures contract is to make forward dealings in the physical market safer and easier by reducing the risks involved and giving an indication of likely price trends.

In this respect freight rates

are no different from a raw material or indeed currency or interest rates. The problem which prevented freight futures from being introduced long ago was the difficulty in evolving a standard contract on which to base dealings—one of the essential requirements for any futures market.

It was obviously impractical to have different contracts for the many varied geographic and time-period routes throughout the world. A common trading base had to be found, but the many attempts to do so proved unsatisfactory.

Hurdle

However, the successful inauguration of financial futures markets based on an index encouraged renewed efforts to compile a freight rates index and a special committee set up by the Baltic Exchange then came up with the answer.

An additional hurdle was removed when the London International Financial Futures Exchange started trading a stock market futures index, without any problems resulting from the Gaming Act in Britain.

It had been feared that dealing

on a futures index on UK markets might be viewed as a gambling transaction that could not be enforced legally, but legal opinion is that this is not the case where there is no underlying deliverable instrument.

So the way was cleared for renewed attempts to formulate a standard index that would reflect the general trend in freight rates. After considerable research and testing, the Baltic Exchange—the acknowledged centre of world shipping interests—came up with the Baltic Freight Index that was launched on January 4 this year.

This index is being leased by the Baltic Exchange to Biffex, who are in turn leasing it to Intex, the fully automated Bermuda-based futures exchange which plans to launch a freight futures contract simultaneously on May 1.

The deal between Biffex and Intex caused some controversy, but there were given over their main asset much too cheaply.

However, the majority decided that the newly-established Intex market, which has received only modest support for its gold futures contract

launched last year, would not provide too much competition and would be helpful in promoting business in the U.S. since it will operate mainly in U.S. trading hours when the Biffex market in London is closed.

Trading on the Biffex market, using the traditional "open outcry" system, will start at 10.15 until noon resuming at 2 pm and continue until the final "call" at 3.45 pm. Inter-computer trading in freight futures will be from 9.30 to 4 pm. Eastern U.S. standard time, so there will normally only be a two-hour overlap when both markets are trading.

Biffex claims that the open outcry method of trading offers considerable advantages over computer dealings, particularly in assessing the mood of the market.

Biffex is confident that it will be by far the biggest market with the greatest appeal to the shipping industry in view of its strong links with the Baltic Exchange, which is its landlord and sponsor.

The Biffex market will be housed in special premises built in the Baltic Exchange where shipping community representatives meet for a few hours each day to help set international freight rates in private negotiations.

There are already other futures markets in the Baltic Exchange for agricultural products helping to pay the expenses of maintaining the historic building that is used so sparingly by its 2,000 or so individual members. But the Baltic is a natural home for Biffex, since it can be expected that many of the members will take an active interest in what

is going on in the futures market.

The 30 "door" members of Biffex, who paid £25,000 each for their seats, are a mixture of shipping interests and futures trading companies. The membership was deliberately selected to give a balance between those experienced in shipping and those with expertise in futures.

In several cases, shipping and finance companies have got together, either by establishing joint ventures or simply agreeing to link up. The "floor" traders acting on behalf of themselves or clients will handle all the transactions, which in turn will be cleared and guaranteed by the International Commodities Clearing House (ICCH) owned by a consortium of the leading clearing banks.

The ICCH, which provides clearing facilities for most other London futures exchanges, has agreed to give Biffex traders the option of either dealing on a marked-to-market basis, where profits and losses are settled up each day, or to use the London Commodity Exchange system whereby settlements are delayed until completion of the transaction.

This is in line with the recent concession by the ICCH to the London financial futures markets, since American traders in par-

ticular strongly object to not being able to realise their profits on a daily basis if they are making money.

Trading on Biffex will be up to two years ahead, with four delivery months annually—January, April, July and October. This means that there will be only four settlement dates each year, when in theory any outstanding contracts due for delivery will be settled by the cash equivalent based on the average Baltic Freight Index figure for the preceding five days.

This somewhat tortuous arrangement is to ensure that the Index cannot be manipulated prior to the settlement date. A great advantage of cash settlement is that it will be impossible to squeeze supplies in one delivery month as often happens in futures markets where a physical commodity is involved.

All these elaborate arrangements will, of course, come to nothing if Biffex fails to attract sufficient support to make it a viable market. The futures industry is littered with contracts that have failed to make the grade.

Nevertheless, prospects for Biffex seem genuinely promising. For a start there is known to be a fundamental desire for

some form of price protection in an industry where billions of dollars a year are involved. It is impossible to say exactly how much is spent on freight worldwide each year, but a rough calculation based on the size of the fleet and the number of voyages, estimates that at least \$10 billion is spent on the bulk dry cargo sector alone. There is, therefore, obviously huge potential business.

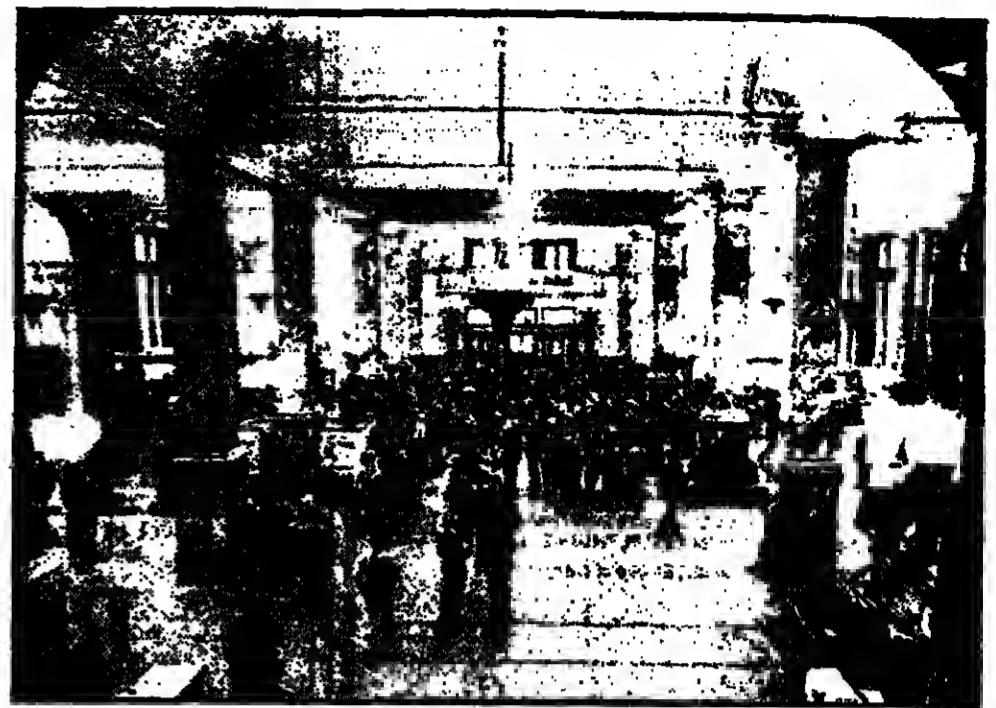
As an added bonus the Chancellor's announcement in the recent Budget to change the taxation treatment in the futures markets to a far more favourable basis could well boost domestic investment interest in the new exchange.

He forecasts too that the forward trends quoted on the freight futures exchange could, in themselves, have a powerful influence on the spot physical market as happens in commodity and financial futures.

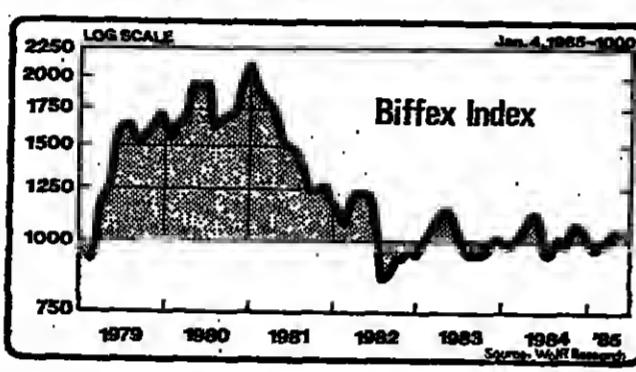
With the worldwide reputation of the Baltic Exchange as the international shipping centre, London is in a dominant position to provide the world's leading freight futures market.

Acceptance of the new contract by the shipping industry may take some time to materialise while companies learn how to use futures to their advantage.

However, if the experience of the financial and oil industries is anything to go by, the introduction of futures trading could have a profound influence on the shipping community as a whole in the years ahead in setting price trends and enabling forward planning with reduced risk.



The Baltic Exchange (right) and, left, Stephen Carter, the Biffex chief executive. Trading on Biffex will be up to two years ahead, with four delivery months annually.



Vital basis for cash settlements

Baltic Freight Index

THE SUCCESS of the new freight futures exchange (Biffex) relies to a large extent on the credibility of the Baltic Freight Index, launched in January this year. The Index (BFI), issued daily, in reflects movements in the spot dry-bulk freight market, will provide the basis for dealings on the futures exchange.

Future quotations for eight monthly positions covering a period up to two years ahead will be founded on the BFI with premiums or discounts reflecting market expectations of whether the index will rise or fall from the current spot level.

It is, therefore, absolutely crucial that the Index provides an accurate guide to trends in freight rates, if users of the futures markets are to be able to "hedge" forward transactions effectively.

The Index will also be used to calculate cash payments due on any outstanding contracts to buy or sell that have not been closed out by the four settlement dates each year when the monthly positions quoted expire. This is not expected to happen very often, if at all, since the purpose of a futures market is to provide price risk protections through "paper" transaction parallel to the physical market.

Nevertheless, any futures contract has to have the facility either for physical delivery or an equivalent cash settlement. Since freight rates are obviously not delivered, the Index is vital in providing a basis for cash settlement.

It was the ability of the Baltic Exchange to provide an

authoritative, generally acceptable freight index that was the key to going ahead with the futures venture.

A good many freight indices have been compiled over the years. The difference with the Baltic Freight Index is that it was purpose built for the proposed futures contract, drawing on the expertise available from members of the Baltic Exchange.

This is because the BFI, unlike other freight indices, does not rely only on reports of actual business done—known as "spot"—but also makes assessments by a "special panel" of shipbrokers selected by the Board of the Baltic of notional freight rates they think would be charged in the absence of any actual business being reported.

This means that every day, a balanced assessment of the trends in freight rates is provided even though there may not be any reported business on some of the routes included in the Index. The Baltic is in a unique position to compile this kind of daily index, since its member companies deal internationally 24-hours a day and are thus able to bring in information from all the other trading centres.

Confidential

The Baltic Board of directors has appointed a panel of brokers, eight at present, who can be changed at any time, to give each morning individually on a strictly confidential basis their rates for the 13 different dry cargo routes that make up the Index.

The panel members can give either an A rate based on actual business done, which can be checked and identified, or alternatively, they can give a B rate for the routes where no fixtures have been concluded since the previous day.

All these submissions go,

before 12 noon, to the special Baltic freight market reporter, who is able to ensure the rates have not been reported before, and then has the raw data for the computer to produce the Index by 1 pm. In fact, 27 different figures are produced each day, the Index itself and the indices and average rate per tonne for each of the 13 different routes.

The routes chosen to be included in the Index were carefully selected after considerable testing to be the most accurate reflection of activity on the dry cargo spot market; the Baltic reserves the right to change the composition of the Index with changes in shipping patterns.

An important point is that the routes were selected to provide regular, and reliable, information on the spot market only; they do not include the large percentage of freight covered by long-term contracts.

Thus although iron ore is by far the biggest commodity transported in volume terms with an estimated annual tonnage of 234m tonnes, it has a low weighting of only 5 per cent in the Index since most of the business is done under long-term contracts.

Coal and coke, the second biggest tonnage traded after iron ore, with nearly 181m tonnes a year has only a 20 per cent weighting because again much of this is done on long-term contracts or time charter (when the charterer leases the vessel for a fixed period) and not on the spot market.

The biggest user of the spot freight market are grain shippers, so grain has by far the biggest weighting in the Index with five out of the 13 routes and a weighting of 65 per cent of the total.

The other routes in the Index are taken up by sugar, potash and phosphate rock.

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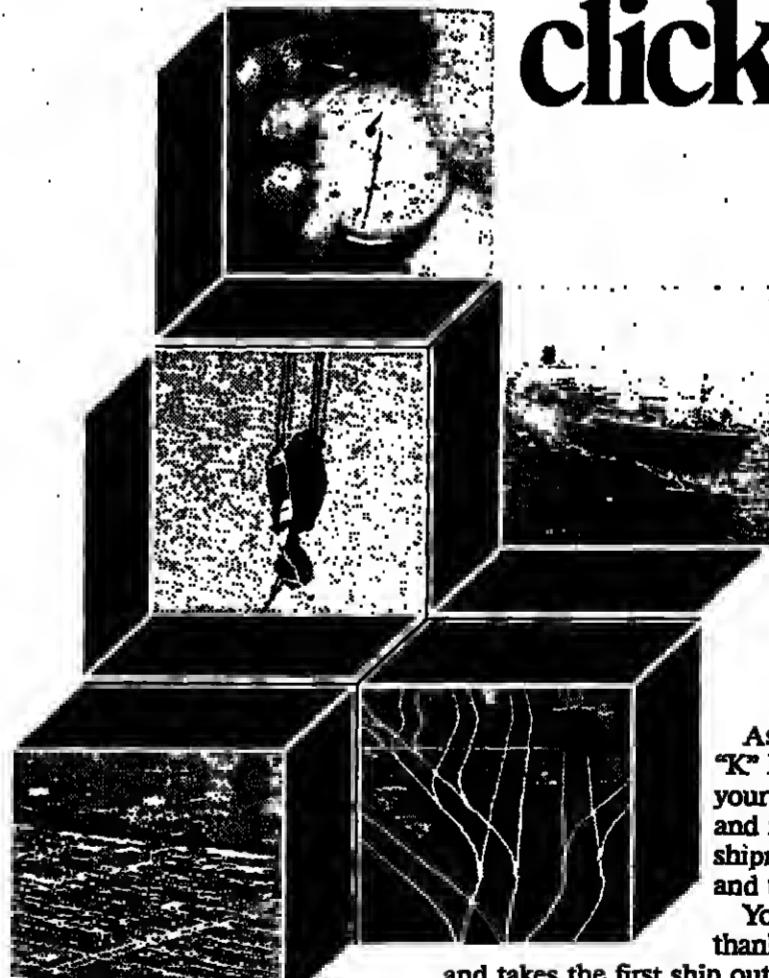
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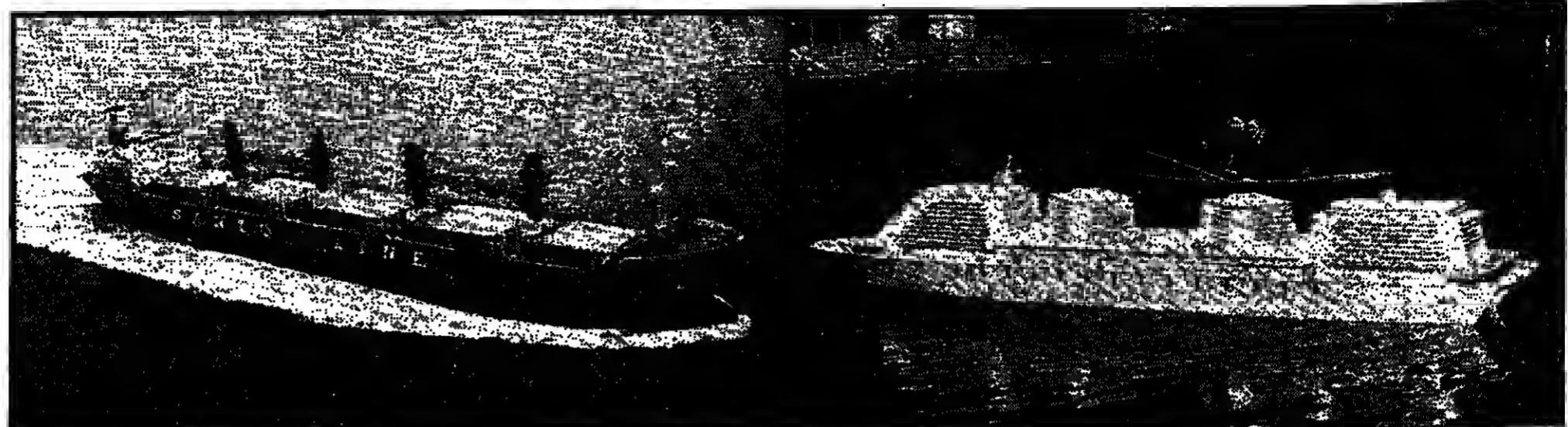


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World Shipping and Freight Futures 4



The Sanko Hibiscus (left), one of the run of new bulk carriers that has helped keep Japanese yards busy but will add to the market's tonnage surplus. Right: test tank model of Norwegian Caribbean Lines' futuristic Phoenix project for 5,000 passengers. NCL's vessel of the future may never be built; it is about to order a less ambitious ship

Profits looked for in the scrapyard

Shipbuilding

SHIPBUILDERS ARE turning their attention increasingly these days to the idea of breaking vessels up. Not that the world's shipyards are about to turn their messy business of demolition.

But with more ships around than are needed to carry available cargoes—a situation that has lasted longer than shipowners care to remember—ways of shedding the surplus are being studied harder than ever.

Even the Japanese and South Koreans, the world's major shipbuilding nations, are taking an interest in scrapping, or at least in promoting its increase. Taiwan is the biggest demolisher of unwanted ships, with Korea and Pakistan also prominent. Attempts are being made to establish yards nearer to the Atlantic, such as in Liberia.

There can be few more unpleasant sights for anyone in the maritime industry than that of ships being taken apart. In Pakistan, shipbreakers have turned Gadaffi Beach, a good hour's drive from Karachi, into a slaughterhouse for cast-off ships. Gutted hulls lie like empty carcasses, their discarded equipment scattered along the shore.

From a distance, the beach is just a long line of hulls, masts and superstructures. Closer to

the ships can be seen half cut open and being slowly taken apart from the bow. They lie with gaping holes open to the beach. They are first steered broad on to the shore and then pulled further up as the speed makes them lighter.

But despite the activity, high government duties and competition from the big new steel mill near Karachi have eroded the breakers' profits from scrap.

At Gadaffi, because they do not break up VLCCs (very large crude carriers) any more. A few years ago, more than 20,000 people, mostly Pathans from the rugged north-west, worked at Gadaffi. Now, around 10,000 are employed, living in squallid ships' timber bunks on the site.

Last year, the pace of scrapping slipped. The world demoli-

tion of ships was about 30m deadweight tons against 35m in 1983, including tanker tonnage of 21m against 26m dwt. Many owners decided against scrapping, hoping vainly that freight rates might improve. This year, scrap sales have accelerated; several tankers went for break-up after they suffered war damage in the Gulf.

It will be a long time before enough ships are scrapped to restore equilibrium to maritime markets. Ships are more efficient and changes in oil trading patterns have made many VLCCs and ULCCs (ultra large)—49

were scrapped last year—redundant.

There has been a surplus since the early 1970s, when big tankers were built at a

furious pace. The oil crisis soon put them out of fashion, a jolt to which shipbuilders have been trying to adjust ever since. In view of the surplus, said the Japanese delegation to a key Hong Kong meeting held by IMIE, "no hope can be held for normalisation of the ever-dwindling markets for shipping and shipbuilding."

A chill assessment indeed, and it remains to be seen if the rate of demolition will grow as fast as the IMIE would like. A sum of \$100m-\$150m has been estimated as the likely cost of the programme, including subsidies to lift scrap prices, finance new facilities, and encourage banks to lend ships to the breakers.

Japan, accounting for more

than half of world shipbuilding output, saw new orders plummet by 42 per cent in the fiscal year to end-March, 1985. This was mostly a reaction to the previous year's sharp boost from the huge order from Sanko Steamship for 125 bulk carriers; some foreign lines also ordered such ships.

But the industry and the government are now considering what sort of future the industry has. "No recovery of demand is likely in the near future," according to a sombre report from the Japan Foundation for Shipbuilding Advance-

ment.

In the UK, once a world leader but now accounting for less than 2 per cent of output, thousands of jobs have been cut in an attempt to reduce losses and the need for subsidies, as well as to raise productivity and win new orders. There has been some success. Yards of British Shipbuilders in Scotland and north-east England have won major orders, while Harland and Wolff in Belfast has also pulled in a large volume of work.

Elsewhere in western Europe, accounting for a fifth of output, the drive to reduce capacity and stem losses is also on. In West Germany, the big AG Weser yard in Bremen shut last year.

Spain, long reluctant to act, is ready to close large chunks of capacity. Italy and France are also cutting back. Another yard is being closed in Sweden. Even in Finland, with a supreme reputation for cruise ships and a healthy order flow from the Soviet Union for cargo and ice-breaking vessels, the problem of finding enough work has to be faced.

Japanese yards are now keen to build passenger vessels. Among the newer shipbuilding nations, China is flexing its muscles. However painful the thought, it is not too surprising that attention is focused more and more on scrapping.

Huge tonnage of surplus tankers

Fuel shipments

SEABORNE OIL transport stopped falling in 1984 after four years of decline. But for a tanker market that has been depressed for 10 years, this was small consolation. The massive volume of surplus tonnage overhanging the market, notably in the big ships, continues to cloud any hopes for the near future.

Gas shipping markets are also mainly weak, with rates for shipowners low and many major projects unfulfilled. Not quite so gloomy is the offshore market. But even here, past ambitions led to the building of too many supply ships and rigs. Consequently, rates have also stagnated, though the mobile rig market is now more buoyant.

Oil shipments are estimated to have grown by some 2 per cent last year, while the tanker fleet went down around 6 per cent. Logically, it may seem, freight rates should have risen. They did, a little. But too many ships spell inadequate returns. Despite some rate surges, especially with the increased risks during the Gulf fighting between Iraq and Iran, the 1984s have seen little overall movement in rates.

High point

Since 1978, when the world's tanker fleet touched its high point of 330m deadweight tons, there has been a drop of about a fifth to just over 260m dwt. During that period, noted shipbreaker R. S. Platou of Oslo, some 42m dwt was added to the fleet, while 106m dwt was scrapped or lost. Scrapping has speeded up in recent years, though last year saw a fall, but a large number of older vessels remain.

As many as 50m dwt of tankers, mostly VLCCs and ULCCs (very large and ultra large crude carriers of more than 200,000 and 300,000 dwt respectively), are laid-up. The problem is that when rates show signs of rising, some ships come out of lay-up to act as a received depressant on earnings. In all, the tanker surplus has been put at over 100m dwt.

This is certainly no grounds for optimism, but Platou expressed the hope that rates could start to improve—“provided that the forecasts hold good.” Looking much further ahead, the Norwegian broker estimated that oil shipments could grow an average of 1.2 per cent yearly (measured in ton-miles). Since the strong growth in non-Opec output is ending, further growth will have to be met from Opec oilfields, thus helping



The British Skill, built by Harland and Wolff in Belfast, is one of British Petroleum's most recent tankers. BP, which used to make losses of some £50m a year on shipping, cut this to £12m last year and hopes soon to end its long spell in the red. It has cut down its big tanker fleet, now concentrating on more specialised shipping and offshore support services

owners on the long routes. But two factors still militate against the big tankers. A good deal of Middle Eastern oil, crude and refined, now goes through the Sumed and Yanbu pipelines from Iraq and Saudi Arabia. Both have been operating below capacity. Secondly, much oil now goes via LNG in the deepened Suez Canal. In fuel-efficient ships of 150,000 dwt or less instead of round the Cape of Good Hope in VLCCs.

In the gloomy days after the oil crisis of the early 1970s, most of today's supertankers were ordered before the bubble burst—the attention of many energy and shipping experts turned to gas as a fuel that would soar in demand. But the hopes of high shipping profits from LNG and LPG (liquefied natural and liquefied petroleum gas) have mostly proved in vain.

Forecasts

Spending on new large LPG carriers of more than 25,000 cu metres capacity in the last 10 years has totalled over \$2bn, said Levy Sychrava Associates, a UK consultancy firm. Three-quarters of the fleet is now less than 10 years old. But forecasts of demand have been progressively scaled down, as the market has turned increasingly erratic. Prices and supply have fluctuated, in line with Middle Eastern, mainly Saudi Arabian, output switches.

Instead of the monthly earnings of at least \$600,000 needed for an LPG ship to make a modest return, recent levels have been only around \$200,000. Britain's P & O group has had a hard time making its LPG fleet pay its way, while Gazocan of France had to restructure its finances to cover losses through unprofitable charters. The LNG market, with its

big capital commitments and complex shore-side plants, has left a bigger trail of disaster. Said Levy Sychrava, "The history of LNG is now littered with abandoned and postponed projects." The ships themselves, with their special insulated tanks—methane boils at minus 165° C—can cost up to \$200m each and the processing plants vastly more.

In the first quarter of 1985, there were 70 LNG ships in the world fleet, 45 of them between 120,000 and 135,000 cu m. These in this largest-size category, being less flexible, cannot easily be switched into other trades like LPG or ethylene. Goteborg-Larsen, the Bermuda-based gas shipping company, listed 23 LNG ships (including one of its own) waiting for work in January, most of them large.

Six were from the original El Paso fleet. This company wanted to import gas from Algeria to the U.S., but the project was cancelled in 1980 after disagreement over the price of the gas. Because of the financial and operational complexity of LNG projects, there are only 10 major liquefaction plants: three in Algeria, two in Indonesia, one each in Malaysia and Abu Dhabi, Japan is by far the biggest world LNG importer.

At the opposite end of the energy-related shipping scale, owners of supply boats serving the offshore industry have also been having a hard time. But the number of rigs in the North Sea should rise 10 per cent this year, giving more chances of work. The trend is to greater use of ships above 10,000 brake horsepower, able to move rigs' anchors. At the end of 1984, there were 36 on long-term contracts; a year before, it was only 18. Here, at least, shipowners could have some cause for cheer.

THE ARTS

Galleries/William Packer

After 75 years, it's still gentle persuasion

Though we would all wish for governments to do more to foster and sustain our own favoured interest in rude good health, we know full well that something must be done in the meantime to keep the substance of that hope alive. We remain.

We have long been a society of societies of mutual support and self-help. Keeping our esoteric beggar on his feet and in sanguine expectation of an eventual ride.

The Contemporary Art Society is just such a group, founded "to promote the development of contemporary art end to acquire works by living artists for gift or loan to public galleries". and this year, by a small exhibition at Sutton Place (until August 25), it marks the 75th anniversary of that commitment to providing a grateful public with what it doesn't know, but will surely come to see, that it wants. We all know what people generally think of modern art; yet it takes only a careful reading of the labels of almost any permanent municipal collection to discover the recent inscription "Gift of the Contemporary Art Society", and to recall the usefulness of such persistent, persistent and gently persuasive generosity.

Over the years some 3,000 works of art have been bought and installed in this way, and, at the last count, there were 110 subscribing galleries, all of them still more or less supported by public funds and all as hopeful of gift as ever. They range in size and importance from such national institutions as the Tate to the smallest local museum and gallery, and each one is entitled to submit its choice of the present crop for the society's adjudication whenever enough new works have accumulated to make a general distribution worthwhile, and the store-room has burst at the seams.

The purchase fund is maintained for the most part by the subscriptions of individual members, topped up by corporate sponsorship and money-spinning events of various kinds, art fairs and studio visits and members' tours abroad. With two or three buyers appointed from the executive committee every year, each with a five-figure budget, just about—which at today's prices hardly goes very far—the distribution comes round every three or four years, and indeed the next is to take place at Christie's next January. Here I must declare my interest, for with Dr David Brown, of the

Tate, I was a buyer in the first year of this latest cycle.

The buyer is entirely free to spend his budget how he pleases, on one work or on 50, though naturally certain constraints suggest themselves, of size, practicality and kind. A particular area of activity might have been ignored of late, perhaps, or overdone; and with art, as with other things, there can be such a thing as a white elephant.

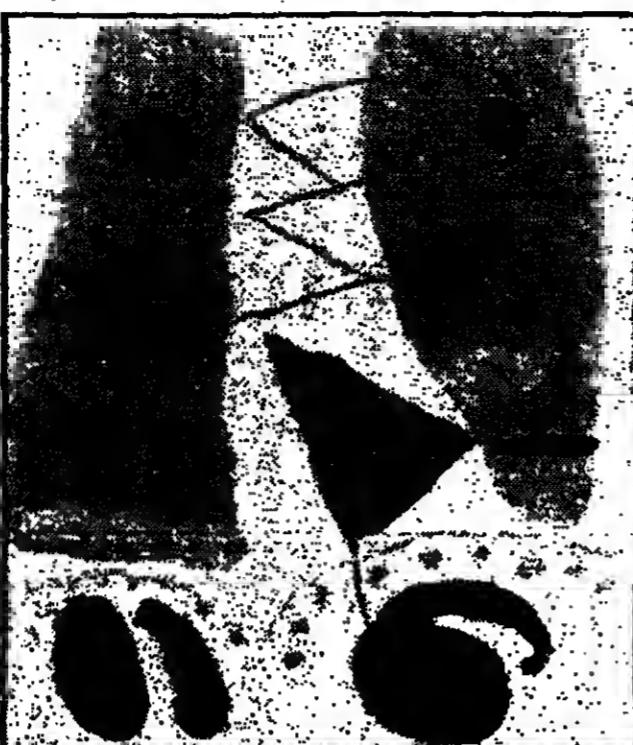
But one way and another the ground gets covered in a given period, and a fair sample taken through the eyes, tastes and judgments of the several buyers of what has lately been done. And there are to this ad hoc manner of collecting the added virtues of flexibility, which allow an immediate response to a particular opportunity, or action upon a purely personal intuition or hunch. Thus, a pbm collection might acquire by gift a work it might dearly love to own, but the different ordering of its own priorities could not then afford to buy.

Artists in the first flush of promise end early reputation benefit notably in this way, and so also do many of more solid achievement who have yet been passed over for public recognition by the march of fashion or the arbitrary shift of critical attention elsewhere. For myself, I made no absolute rule, but made a point of looking to artists who had not been bought by the society in recent years, and they have bought by all.

The show at Sutton Place is quite small, only 34 works of assorted painting, print, sculpture and fine craft in all, four or five from the bag of each buyer since 1982 to show the scope of the society's work of acquisition, and to offer a delicate foretaste of the richer feast to come in January.

The number of very well-known and established names includes Gilbert and George, Craigie Aitchison, Roger Hilton and John Walker, and Leon Kossoff, too, who is one of our most distinguished painters and yet not so celebrated as he deserves to be. The sculpture includes work by Michael Sandle, William Pye and John Maine, all of them in mid-career and reputation; by Kate Blacker and David Mach, of more recent arrival; and Dbruijn Mistry, whose extraordinary spotted centaur-like creature indeed holds the centre of the stage.

Of the younger painters,



An untitled 1974 gosache by Roger Hilton on show at Sutton Place.

Tricia Gillman, Erica Lansley, Graham Crowley and Stephen Gardiner are especially notable, and John Carter, Maggi Hambling and Stephen McKenna among those a little older. There are chairs by Robert Williams, bows by Carol McNicoll and Jim Partridge, a magnificent etching-cum-relief construction by Oleg Kudryashov, an emigre Russian artist working in this country — and so the list goes on.

The house itself does not make the art, of course, but it must be said that the interest afforded by the work is most pleasantly complemented by its setting. Pace a certain gardener down, new art does go very well with old walls, and a visit now to Sutton Place, just this side of Guildford, has even more to recommend it (visits 10 am to 4 pm by appointment — ring 0883 504 455).

The most pertinent encouragement to any artist is the direct purchase of his work, but it is comparatively rare who can live upon such practical support. The eternal

problem is how to subsidise serious creative activity, and its resolution is all too likely to present an equally artificial solution for time is short and studio space and accommodation grow ever more expensive and artists must eat. The Air and Space Organisation (Art Services Grants Ltd) was set up in 1973 as the direct successor to the Space Studio initiative to make a general distribution of acquisition, and to offer a delicate forecast of the richer feast to come in January.

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FINANCIAL TIMES

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Key to change in education

THE recriminations being exchanged by politicians and unionists over the teachers' pay dispute serve only to camouflage an enduring obstacle to improvements in education. In spite of the state network's abundance of administrative bodies and procedures, it lacks effective management through which cohesive reforms can be carried into effect.

Until the managerial gap is filled, political parties' pledges of educational changes should properly be sold as fiction. Labour's latest policy statement, for instance, consists in large degree of updated repetitions of what the party published two years before it began its last term of office. The same can be said of the Government's recent White Paper reiterating Sir Keith Joseph's promises of better schools. Apart from piecemeal developments, all we so far have for the Education Secretary's admirable intentions is a second successive year of disruptive action by teachers' unions over pay.

The main part of the network directly supervised by local authorities, which concerns mostly of schools is officially described as "a national service locally administered". The reality is rather the other way round. The individual areas' education committees nominally decide how much of their funds to spend on what. But in trying to make changes each local committee has to contend with nationally organised unions, and few contend successfully.

Unproductive

While the quasi-independent educational inspectorate has sometimes criticised cuts in central government's funding of education, the inspectors have more often blamed local authorities for unproductive use of the money that is made available. They have been criticised, for example, for failing to make room in their budgets for the replacement of departing teachers of mathematics and other subjects in which schools are short of specialist skills. A prime reason for such failures is that local committees defer to the insistence of national unions that priority in expenditure is given to the continued employment of their members regardless of whether their specialist skills are surplus to the area's requirements.

Their power to block developments informally in separate

localities is reinforced by the power held formally at national level by the unions' representatives in the established negotiating procedures. For schools in England and Wales the negotiating body is the Burnham Committee, whose employers' side consist largely of representations of associations of local authorities plus a minority from central government.

The unions' side of Burnham is controlled unilaterally by the National Union of Teachers. By insisting that the committee may negotiate only pay, the NUT is ruling over other unions in blocking a possible way out of the dispute. The possibility is a rise larger than 4 per cent offered which would be tied to changes in job conditions on lines proposed by the local authorities so as to allow greater flexibility in the recruitment and employment of school staff.

The NUT's blocking ability is matched by a similar negative power in the hands of the Education Secretary. The employers' negotiating stance is notionally decided by the majority of local authority representatives, with those of central government confined to an advisory role. But Sir Keith can limit the employers' scope by restricting the supply of Treasury money on which local authorities increasingly depend if they are to pay teachers an increase without cutting other services.

Like the NUT, the Education Secretary is evidently using his negative power to frustrate progress while hiding behind his lack of formal power to prescribe a way ahead. He has reportedly said the Government might finance an unspecified sum if local authorities and unions proposed unspecified changes in job conditions which met his unspecified requirements. But he insists that it is not his place to state his offer clearly enough for local committees to canvas among their members in their schools or for unions other than the NUT to do the same among their members.

The only way to stop the disruption of schools from dredging up like the miners' dispute with further damage to teachers' already wretched morale, is for Sir Keith to take the managerial responsibility of spelling out the Government's terms. He could then go on to take similar initiatives in other parts of the education system. At present the only power anyone has is to prevent productive change.

Marxism's failure in S.E. Asia

TEN YEARS ago today a Soviet-made T54 tank driven by a North Vietnamese smashed through the gates of the presidential palace in Saigon. Lin Chi Minh's sandalled warriors had driven the U.S. home and the last American withdrawal from South-East Asia after 1,000 days of war. Americans, defeated and disillusioned, went home to begin a painful reappraisal of their country's role as defender of the Western way of life across the globe.

That same year Laos and Cambodia fell to the communists. South-east Asia watched with apprehension as Uncle Ho's vision of a communist federation of Indochinese states began to take shape.

It seemed then that President Dwight Eisenhower, speaking 21 years earlier as communism appeared poised to engulf the Korean peninsula, had been right when he warned that free states would fall like dominoes before Marxism. This fear was reinforced by the fact that China, although more benign than 10 years earlier, was still actively supporting revolutionary movements in South-east Asia where economic success had yet to underpin political fragility.

Yet both President Eisenhower and those South-east Asian leaders who predicted that Communism would overrun Thailand, Malaysia and Indonesia have been proved wrong.

No more dominoes have fallen to the Vietnamese. The Communists have all but been defeated in Thailand, Malaysia and Indonesia. The six-nation Association of South East Asian Nations has helped turn the region into what is probably the greatest area of economic opportunity in the world. East Asia is America's biggest trading partner and ASEAN its fifth biggest. True, some states such as the Philippines, face serious internal problems as the next generation of leaders emerge and the transition could be difficult. But, overall, South-east Asia's non-Communist countries are more prosperous and stable than could have been imagined 10 years ago. This is in sharp contrast to

the situation in Communist South-east Asia. Vietnam is in desperate economic straits. Hundreds of thousands of Vietnamese, shocked and disillusioned by what Communism has brought them, have fled the country often risking their lives. Vietnam remains bogged down in a war it cannot win in Kampuchea where guerrillas, backed by ASEAN, China and the West, nibble away at the precarious stability of a regime which has no mandate.

Laos, where 40,000 Vietnamese troops are stationed, lives on the breadline and is being shown little sympathy by India and Hanoi's orbit. Behind them is the Soviet Union, which pays a heavy economic price for the use of Da Nang air force base and Cam Ranh Bay naval base as staging posts for its attempts to match U.S. military power in the region.

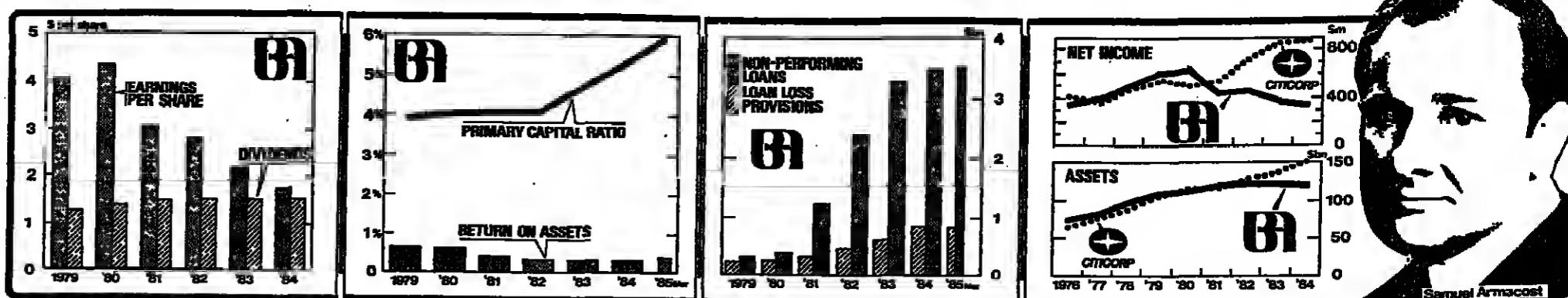
Vietnam is more dependent on the Soviet Union than it would like to be. It is, at the same time, at odds with its most powerful neighbour, China.

Internally, Communist South-east Asia is much less coherent than the propaganda would have us believe. The introduction of free market measures in Vietnam to halt the economic decline of the past decade has produced fierce debate and even dissent within the leadership.

None of this means that Hanoi will abandon its goal of forging and dominating an alliance of communist Indochinese states. Given a major internal upheaval, Vietnam is unlikely to withdraw from Kampuchea on anything but very favourable terms.

But this is very different from saying that Hanoi poses an immediate threat to its neighbours. While its recent dry season offensive against Khmer guerrillas along the Thai border has reinforced fears that Vietnam has designs on non-east Thailand, or even the entire Mekong river basin, in reality Hanoi has more than its hands full for the present and may even be dangerously overstuffed. The inherent failings of Marxism have constrained its spread in South-east Asia more efficiently than Western forces of arms.

This is in sharp contrast to



BANKAMERICA'S ANNUAL MEETING



Martyn Barnes

to try to change the bank's culture from that of a rather inbred, paternalistic organisation where job security was the trade-off for low pay. To the where there was a growing flow of ideas. He hired a Yugoslav management consultant, Ichak Adizes, to help get the message across that BankAmerica had to change if it was to survive over the long term. The bank has made great play of a little document known as "vision, values and strategies" which sums up its commitment to serve customers with the highest standards of performance at the lowest cost.

The group has brought in several senior managers from outside the banking business to bring a change. Meanwhile, its traditional management team has been completely reshuffled when Art Toupin, a vice-chairman, retires later this year. Sam Armacost now has his own man in place. The legacy of Tom Clausen can no longer be blamed for the bank's travails.

Mr Armacost's bid to reposition BankAmerica for a deregulated environment has been labelled as one of the toughest turnaround jobs in U.S. business. But there are signs that the bank is beginning to respond and a growing number of Wall Street analysts are turning cautiously bullish.

New York brokers, L. F. Rosenthal & Untermyer, Toupin argue that 1985 will "mark the start of a very significant recovery in the group's financial condition and earnings prospects."

Not all analysts are as optimistic. Overhead expenses remain high by industry standards and credit quality problems are taking longer than expected to disappear.

Roy Hartmann, who heads the Californian banking operations of rival Security Pacific, says that sooner or later BankAmerica will have to face the local Californian competition.

Mr Armacost is convinced that within the next three to five years BankAmerica's return on equity will be back to its previously targeted 15 per cent and its credit problems will be history. He is also confident that the bank's giant retail deposit base, which made it far more vulnerable to interest rate deregulation than the money centre banks like Citibank and Morgan Guaranty, will work in its favour over the long term.

"I think their liability structure is much more precarious than ours," says Mr Armacost. Over the long haul he believes that the group has already begun to outperform the rest of the industry, as in its capital markets activities especially in the international arena. Mr Armacost notes that "if you assume that the real battles of deregulation are being fought at the barriers of the Glass Steagall Act (which prevents commercial banks from doing a wide range of investment banking activities), our performance there is superb."

One of the hardest tasks facing Mr Armacost has been

Some awkward questions for Mr. Armacost

By William Hall in New York

SAM ARMACOST, the youthful chief executive of BankAmerica could be forgiven if he walked into the group's annual meeting in San Francisco later today wearing the fatigues jacket his colleagues clapped together to buy him for his birthday.

Even by his own admission it has been a tough few months at the top of the world's second biggest bank. Some 10 weeks goes by without the bank's name cropping up in some negative report. No wonder he has ordered his lieutenants to submit on index cards the most embarrassing questions that could be asked at today's meeting.

For a bank that makes no secret of its ambition to be "the leader among the world's financial institutions", the bad news has been breaking thick and fast. Shareholders and some directors say it is said, were surprised to learn of a massive mortgage-backed securities fraud earlier this year. To make matters worse, they only learnt that the bank had dropped another \$90m in Paraguay because word leaked out that it had asked its insurers to pay up.

Much to the bank's annoyance, Standard and Poor's, the U.S. credit rating agency, lowered the group's debt ratings again last month and the comptroller of the currency, the bank's primary regulator, administered another slap in the face by turning down, for the first time, a major bank's application to open limited service banks. The regulator gave no reason for its snub, but everyone knows that BankAmerica was singled out because it is subject to more than ordinary supervisory concern.

To add to Sam Armacost's troubles, he has had to face a stinging attack from the 80-year-old daughter of A. P. Giannini, the bank's legendary founder. Mrs. Claire Giannini Hoffman, who joined the bank's board in 1967 as the self-appointed guardian of BankAmerica's soul, resigned as an honorary director in a fit of pique, after she learnt that the bank was planning to sell its headquarters, A. P. Giannini Plaza, in order to raise capital.

Before she left, she issued a public relations bombshell. "Never in the long and remarkable history of the bank has the concept of public welfare meant less. Never has corporate self-interest, insincerity, and insensitivity been more conspicuous." She made it very clear that as far as she was concerned her father's bank had lost its way over the last 15 years.

The bank's long-suffering shareholders could be forgiven for wondering whether they can believe management's repeated assurances that the worst is

over. When the 46-year-old Sam Armacost took over as chief executive four years ago this month, BankAmerica Corporation was the biggest bank in the world and far and away the most profitable U.S. bank. It had reported record profits in 18 out of the last 20 years and its earnings per share had been growing at a compound rate of 15 per cent over the previous decade. The bank was earning 17.5 per cent on its equity, one of the best returns in the banking business, and its dividends were growing considerably faster than the U.S. inflation rate.

The contrast now could not be more vivid. The bank's earnings have fallen for four years in a row and for the last two years, the group has been shrinking in size. In 1984, it earned \$346m, or 11.77 per share, compared with the 1980 peak of \$648m, or \$4.32 per share. BankAmerica shares are currently trading over 30 per cent lower than they were when Mr Armacost took office and the dividend has not grown a cent.

BankAmerica's shareholders are not the only people concerned by the slump in the group's earnings. U.S. bank regulators and rival bankers have been surprised by the ease with which one of the strongest banks in the world, and the biggest, can slip from grace.

There is no hint of concern in the world's money markets as yet about BankAmerica, and there are very good grounds for believing that the group has turned the corner.

Nevertheless, BankAmerica is being watched more closely. Its experience over the last four years is a worrying reminder of the speed at which circumstances can change

third bigger in assets and in the first quarter of 1985 earned twice as much as in the first half times as much as BankAmerica.

The latter's recent performance is the most extreme example to date of the pitfalls lying ahead for unwary bankers as the rules and regulations surrounding the banking industry are dismantled.

When Sam Armacost took over from Tom Clausen, who left to head the World Bank, he inherited a group which by his own admission had "got very smug". Although the bank had ventured overseas it made its real money in California where a huge branch banking system sopped up the state's rapid deposit growth. The government limited the ratio paid to depositors, so the bank with the biggest branch look.

The bank is still paying for its mistakes. Its non-performing loans have jumped from around \$300m at the end of the 1970s to \$3.5bn now, slightly over half of which are foreign loans. Those figures do not include another \$1bn of foreclosed real estate and loans where interest

is overdue by more than 90 days.

It has charged off over \$2bn of loans over the last four years and is still absorbing losses at three times its normal rate which is probably depressing its earnings by around \$250m a year. While it believes its loan problems are beginning to subside, BankAmerica says it will be another two to three years before its loan losses return to more normal levels. Meanwhile, BankAmerica can ill afford any further deterioration of its \$700m loan portfolio to heavily-indebted Third World countries.

Sam Armacost is well aware that time is not on his side. One of his first tasks was to redress the bank's failure to invest in new technology and equipment during the 1970s.

"We've been sitting here with a gigantic battleship that was built to compete before nuclear subs and long range aircraft ever came along," was how he recently summed up the group's antiquated delivery system.

He went out and hired Max Hopper, who had revolutionised

Thomson's plum-line

Sinclair Thomson's sun-tan set him apart from his distinguished but otherwise pallid, fellow directors at TI Group's annual meeting in Birmingham yesterday.

But his explanation is typical of the new style that the chairman of TI's successful domestic appliance division, has brought to the boardroom of one of Britain's more traditional companies. "All is in the course of duty," Thomson laughed. "I was employing 800 plumbers—and all made at that!"

Glow-Worm, a Belper-based company supplying boilers and heaters, which TI acquired in the mid-1970s, along with the youthful Thomson, has an incentive scheme under which customers—usually plumbers—breaking the sales target are whisked away for a week to some exotic location.

This year it was Orlando in Florida. Thomson says: "For just one day we inflict on them a pretty sophisticated hard-sell. It's not often we get such a captive audience."

Thomson's methods have delivered the goods. Glow-Worm shows a trading profit up from £150,000 to around £4m. And the

Men and Matters

division which the 42-year-old young chairman of TI's main board standards-heads, has been improved by chairman, Ronni Utiger, as a coro business for the new TI strategy.

Thomson confesses he was only able to spend a couple of days in Florida with Glow-Worm. "But such contact with customers is just what directors need to bring them down to earth."

Apart from the sales promotion, what else is on the itinerary? He winks playfully. "What do you think 500 plumbers would do in Florida?"

Big deal

The world's largest order for playing cards—in packs—has come from the unlikely quarter of an oil company, Shell UK.

It is not Shell's idea of providing entertainment for bored oil rig workers. The order forms part of the latest and biggest of the garage forecourt games, launched to sell more petrol.

Shell's new promotion has the familiar "scratch card" technique—but with the difference that every card can win a prize. All the motorist has to do is scratch off the right parts of the card.

This is the first time that a game involving a "probability" factor has been tried in a big way on the forecourts. It leaves Shell with an uncertain feeling about its potential liability.

How much does Shell stand to gain out it everyone scratches the winning combinations. I asked retail sales manager, John Smeddle. "I've no idea," he confesses. "I shall have to let the company if that happens."

The commonest form of prize will be one of these 4m playing card packs. And Shell has had to go to Belgium to have them printed. Smeddle says no

British company could come up with the number required in the time available.

On camera

While the British cinema industry struggles as never before to maintain a sizeable audience, it is to be changes at the British Board of Film Censors during the next couple of months.

The presidency has been vacant since the death of Lord Harlech in a road accident recently. Now another member of the Upper House with artistic leanings, Lord Harewood, is to take on the job. His signature will become well known to come on the certificates shown at the start of every film.

Harewood, who has been managing director of the English National Opera for 13 years, has also served for two periods as a director of the Royal Opera House, Covent Garden, and in the 1980s was artistic director of the Edinburgh Festival.

The board is also changing its name. In June it will become the British Board of Film Classification thus removing itself from any whiffs of Big Brother implied by the "Censor" in its present title.

And the team is to be strengthened under Harewood. For the first time the presidency will be appointed.

Lord Birkett, director for recreation and the arts of the GLC for the last six years, and Monica Sims, former director of programmes for BBC Radio.

Peace moves

Some deft political footwork by Indonesia maintained a convivial atmosphere at the special commemoration it hosted of the 1955 Asia-Africa conference.

In the old conference hall in Bandung, Indonesia sealed itself between the delegations from Iran and Iraq to avoid any unpleasantness. But reflecting the recent thaw in relations between South and North Korea, it seated them side by side. "We did not fight, or even get cross with each other," said a man from the South.

Observer



Letters to the Editor

Industrial protectionism

From Mr A. Hewitt
Sir—I cannot help but make comparisons between your article "India could lose aid if helicopter deal fails through" (April 26), and the analysis in the same issue of "How Britain is being gazumped in world markets."

The problems listed in the Hawker Siddeley study of gazumping all attribute poor British commercial performance to a lack of effective financial packages and/or political pressure. Yet you report that India has been "warned" by the British Government that it will lose large amounts of aid unless it accepts a particular package of British helicopter exports worth of which "would be fully covered by British grant aid."

This seems to me to be both a strong example of political pressure and an attempt to compose an attractive financial package on the part of the Government. Whether this is an appropriate use of public funds which Parliament has voted for overseas development assistance, or (if I may

echo the Bryant report) there is any proof that such export credit subsidies are an efficient instrument for promoting British exports and jobs, remain unanswered questions.

I remain sceptical on both counts. Such beggar-your-neighbour policies, which the British Government admits to adopting only to match the practices of our neighbours, are little more than another veiled form of industrial protectionism. They are particularly unworthy of a Government which believes in market competition and generally abhors public subsidies in industry.

The sooner the Organisation

for Economic Co-operation and Development governments can agree to a collective disbandment of export subsidies on export credits, the better.

Official aid programmes could then return to their original purpose of helping to promote sustainable economic development in the Third World.

Adrian P. Hewitt,
Overseas Development Institute,
10-11, Percy Street, W1.

Costing power stations

From Mr P. Watts
Sir—May I answer Mr Miller's comments (April 24) on Sir Walter Marshall's address to the Institution of Electrical Engineers? In that address Sir Walter likened the Central Electricity Generating Board's order of merit to a league table where the "winners" are those with the lowest running costs—mostly fuel-per-kilowatt-hour (kwh). In this context nuclear stations have always been cheaper than fossil fuelled ones.

Mr Miller is correct to assume that the order of stations in such a table would not be the same as the order in respect of total costs per kwh at each station. In fact there are different conventions that can be applied to the calculation of total costs for stations already in commission. For example over its lifetime a station such as Ferrybridge C would have higher total costs than a contemporary magnox nuclear station if capital is charged at a real rate of 2 per cent and a lower if at 5 per cent, and a case can be made for using

either rate.

Mr Miller, however, refers to optimising about construction times and future prices of fuel, and therefore is presumably also concerned with the choice between new stations in the future. Here the CEBG uses the conventions laid down by the Government and the issue turns on whether estimates of construction times and future fossil fuel prices are reasonably central. This issue has been investigated to a considerable length in the inquiry into the Sizewell B pressurised water reactor (PWR). What the CEBG there showed was that the PWR was cheaper overall than a new coal-fired station even in the unlikely combination of circumstances where there was no increase in fossil fuel prices in real terms from now on at the same time as construction period took 50 per cent longer than the target period.

P. E. Watts
(An economic adviser),
CEGB,
15, Newgate Street, EC1.

Less power for politicians

From the Secretary, Association of County Councils
Sir—Mr Stark's (April 23) advocates a number of changes he would like to see in the provision of services to ratepayers—mostly by switching their administration from local to central level, and in particular by scrapping county councils. Such ideas, although not to be taken too seriously, should nevertheless not be allowed to pass without comment.

County councils are responsible for 87 per cent of the total expenditure on local services in their areas. During the past few years, as everyone is aware, a number of services administered by local government have gone under direct Whitehall control. There is one inherent objection to such a practice and that is the almost complete removal of local accountability and thus real influence by the customer. Councillors are far more under public scrutiny than anyone in Whitehall or under the direction of Whitehall. They are also more accessible than any MP. Decisions affecting their local communities are taken within

the confines of those communities.

We need less power for politicians and officials at both central and local level. Voters and ratepayers should feel able to do something in cases where they are dissatisfied. At the moment, this association is studying ways and means of strengthening the accountability of local authorities to their electorates. This involves a thorough examination of wider issues than Mr Stark has put forward.

The present system of local government in this country is by no means perfect but we must avoid being so pre-occupied with current problems that we do not achieve the best solution. That is why the Baker/Waldegrave studies, the Widdicombe Inquiry and the current work being carried out is the right way to arrive at a total package of improvements. I suspect that Mr Stark is following the unfortunate precedents being set by those who think that current problems can be solved by "a quick fix".

John Stevenson,
66A Eaton Square, S.W.1.

Encourage local self-help

From the Controller, Audit Commission for Local Authorities in England and Wales
Sir—Our report on capital expenditure controls in local government in England above all clearly shows that the present levels of national authority capital spending are below those necessary to maintain, let alone improve, the state of the existing local authority housing stock (which accounts for around 25 per cent of all dwellings) schools and roads. At the same time, the existing systems for controlling this expenditure are not only ineffective from a control point of view, they are also leading to waste and inefficiency measured in hundreds of millions of pounds. And the outcome for a good many of the same only worse: projections suggest that on present policies, local auth-

rities' capital spending will decline further, from around £5.5bn a year to around £3.5bn a year at the turn of the decade (in current prices).

The solution is not to ignore the problem but to bop it that it will go away. It will not. Neither is it necessary to impose public sector borrowing. Rather, local authorities can be enabled and encouraged to do more to help themselves—along the lines suggested in the report. A combination of efficiency gains, further sales of under-utilised assets and changes in charging policies could generate sufficient funds to support a capital programme that would arrest the run-down in the state of schools, roads and local authority housing—without the need for more public sector borrowing.

J. M. M. Bamham,
1, Vincent Square, SW1.

Successful crude oil trading

From Mr M. Cole
Sir—Regarding Mr Roy Trantham's letter (April 23) I would like to record (as someone with many years oil industry experience, and a particular interest in the continuing prosperity of small independent petroleum trader), that his proposal for the "oil pipeline gene" to trade crude oil with the backing of Government funds is extremely attractive, as a taxpayer, however, the wind boggles.

The attributes of a successful crude oil trader are unlikely to be found among employees of our government department, our my opinion they are often apparent in an individual who finds it necessary to seek the

employment benefits and protection of an association such as that of which Mr Trantham is general secretary.

I wonder whether Mr Gran-

tham would like to personally finance, or indeed invest his association's funds in trading venture that "objectively" (whatever that means in a pricing context) establishes the price at which it buys and sells oil while disregarding the best balance of the industry's revenue liabilities, investment costs and downstream interests, for which considerations he states Esso.

Martin T. Cole,
20, Eaton Park Road,
Cobham, Surrey.

Irony, mergers and competition

From Mr P. Thornton
Sir—There is a pleasing irony in your report (April 24) about the merger of three firms of chartered accountants. The senior partners are reported as saying that "increasing competition, created by the Government's relaxation on advertising for the profession, had stimu-

lated the merger." It is interesting how the Office of Fair Trading's desire to see greater competition in the profession is leading to a reduction in the number of competitors, P. U. Thornton,

"Simons," Church Road,
Newdigate, Dorking, Surrey.



Radio network facilities

From the Chairman, Communications Consultants.

Sir—Telecommunications liberalisation came in with a rush, which has subsided into a slow and sedate progression. A number of organisations, including statutory authorities, have been allowed radio networks for internal communications between various offices. These are confidently expected to be able to transfer a telephone call coming into one office over their network to another office which was better able to answer that particular caller. This facility has been denied by pressure from British Telecommunications and there is no guarantee that they will ever be able to make use of the installed equipment in this manner. A separately rented BT line between the same two offices must be used. The situation will be reviewed, but not necessarily reversed, after a year.

A week in politics has been said to be a long time. For industry four years is a very long time. We know of numerous organisations frustrated by this impasse. Can the practical considerations which cause this delay be overcome somewhat sooner? We think they can. A principal factor in formulating the present policy is the Government's determination not to diminish BT's profit capability. We entirely agree. After all, there is no point in floating BT as a public company and

allowing Telecom to buy him out.

The idea seems worth consideration—and surely need not wait until 1989.

D. H. Smith,
Stephens Chambers,
Bank Court,
Marlowes, Hemel Hempstead.

Labour costs and employment

From the Managing Director, Executive Search.

Sir—Further to recent correspondence on the price of labour and its effect on unemployment, suppose that a firm's livelihood depends upon one main customer and that labour (including management) is 50 per cent of the cost of its product. Its turnover is unchanged and its costs remain at 5 per cent. An average reduction of 10 per cent gross (the net or take-home figure would be less) in salaries and wages

(in justice, the former more than the latter) would lower the price and secure the order.

Has this principle not been practised by the automobile industry in the U.S. and the Electrical and Plumbing Trades Union here, continued employment being preferred by those employees to being out of work?

If jobs can be saved thereby, unemployment can be reduced by such pricing.

J. M. Reid,
86, Symons Street, SW3.

Use Leeds for a quick change

From Mr M. Sullivan

Sir—Sir Terence Beckett's experience on the M1 ("Men and Matters," April 24) will no doubt further reinforce his desire to cover Britain with more motorways. But the story really reveals that he and the CBI are just out of touch. Any ordinary London to Harrogate driver would use not the M1 but the A1—easy to find, shorter, as quick and more pleasant, not least in the catering provided at hosteries in

which (unlike motorway cafes) a CBI man would feel at home.

The InterCity 125, which gets you to Harrogate 24 times a day with a change at Yorks or Leeds in around three hours, all usable working time.

Mark A. Sullivan,
(Member of Midlands
Transport Users Consultative
Committee),
26, Milverton Crescent,
Leamington Spa, Warwickshire.

Climate for enterprise

From Mr P. McGregor

Sir—it would be a pity if Mr Nicholas Edwards's "bandwagon apology" (April 22) for his criticism of the General Electric Company were to obscure the real issue. This is not why that company prefers to keep a large cash reserve. In fact most of the major electronics companies could readily find considerably more resources for the development of new products and markets in the world's fastest growing industry than they choose to do. While Britain is losing its share of the world market.

The real question why the "climate for enterprise" which the Government says it has created is not a climate which

encourages the larger companies to spend at least some of those resources to maintain or increase that share. Lord Weintraub and the leaders of the other companies are rational men who react to the balance of risk and reward as they see it. They have no duty to oblige Ministers, but must look after their companies' interests.

It is the Government of which Mr Edwards is a member which should ask itself questions if what seems best for GEC (and others) is not good enough for the country.

Peter McGregor,
Dacres,
Trotters Way,
Londesborough, Herts.

Rents and a dangerous dogma

From the Labour Spokesman for Housing, Westminster City Council.

Sir—Councillor Teresa Greenman's enthusiasm (April 23) for the deregulation of new tenancies is a prime example of dogma at its most dangerous.

There is not a shred of evidence to support her assertion that this proposal would increase the number of lettings on the private market. Anyone who knows anything about housing in Westminster knows that the vast majority of new lettings in the borough already represented by long leases in the Rent Act to avoid restrictions—through company lets, holiday lets or non-exclusive licence agreements. Despite this effective deregulation, the private

sector inexorably declines.

Furthermore, there is clear evidence from the past about the disastrous consequences of deregulation. Surely one would expect a Westminster councillor to remember Raheemianism.

These irresponsible plans

would mean exorbitant rents,

loss of security, increased harassment and homelessness for thousands of people in Westminster. The only conceivable good that can come from being

represented so badly is an end to Tory rule in the City.

(Councillor) Neale Coleman,
PO Box 240,
Westminster City Hall,
Victoria Street, SW1.

Irony, mergers and competition

From Mr P. Thornton

Sir—There is a pleasing irony in your report (April 24) about the merger of three firms of chartered accountants. The senior partners are reported as saying that "increasing competition, created by the Government's relaxation on advertising for the profession, had stimu-

lated the merger." It is interesting how the Office of Fair Trading's desire to see greater competition in the profession is leading to a reduction in the number of competitors, P. U. Thornton,

"Simons," Church Road,

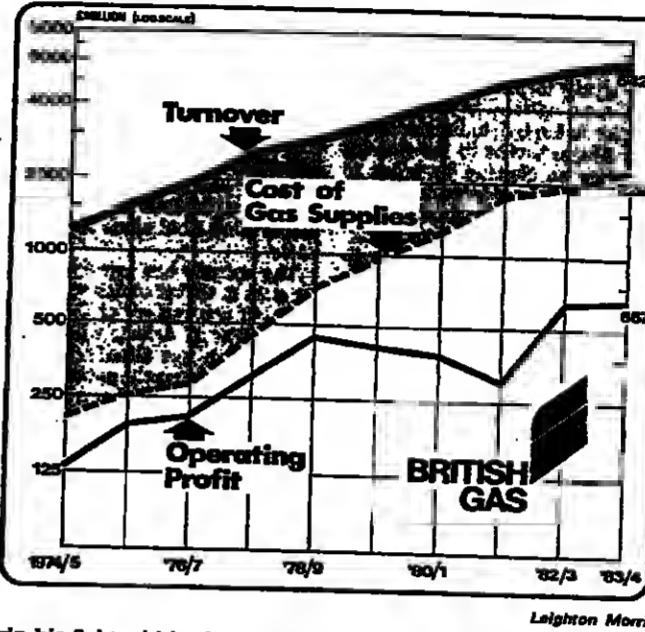
Newdigate, Dorking, Surrey.

Postipankki

Privatisation of British Gas

Following in the footsteps of British Telecom

By Ian Hargreaves



Leighton Morris

win his fight within the Cabinet

to sell British Gas undivided.

The consolation for the Chancellor is that he will get the proceeds rather earlier.

The result will be an opportunity for the City—along with employees, who like Telecom

employees will have special status in buying shares—to size up the most juicy profitable of the nationalised industries.

Last year, British Gas made £1.02bn operating profit on turnover of £6.4bn at a historic cost basis, or £868m at current cost.

On the conventional accounting basis, that amounts to a return on average net assets of 22.6 per cent, even without the income from the corporation's oilfield assets, which have already been privatised. The corporation is worth around £8bn, according to City

estimates.

But British Gas is not problem-free. The cheap North Sea gas supply contract it wrote in the 1980s and 1970s came starting to run down and its average feedstock cost last year

—13.26p a therm, showed a rise

of 14.3 per cent on the year.

Gas supply costs will continue to rise to reflect the level of inflation for several years to come. As Sir Denis told the Commons Energy Committee last year: "That is exactly why we are running such a heavy programme of containing non-gas costs. We see ourselves for the next few years at least being able to make savings in non-gas costs sufficient to offset part of



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Delors wants Eureka in EEC framework

By Quentin Peel in Luxembourg

THE FRENCH plan for Eureka, a major European research programme into fields of high technology, must be brought within the framework of the European Community, even if it does not involve all the member states, M Jacques Delors, president of the European Commission, said yesterday.

He welcomed the proposal for a European initiative to match the technological leap forward threatened by the US Strategic Defence Initiative (SDI), or star wars programme, without necessarily including the military implications of the US plan.

The Eureka proposal was being canvassed yesterday by M Roland Dumas, the French Foreign Minister, in the wings of the EEC Council of Ministers meeting in Luxembourg.

M Delors, who has just returned from a week-long trip to the US during which he met top Administration officials and visited high-technology companies in California, said he believed it was vital to keep such a programme within the EEC. He said that should be done even if it meant introducing an element of "variable geometry" — allowing member states to move at differing speeds — into Community structures.

M Delors said he would put forward plans to the next EEC summit in Milan in June for institutional reforms to enable such a programme to go ahead without unanimity among the Ten. This would amount to the first time plans have been put forward at such a level for a multi-speed Community.

Some member states such as Ireland, Denmark and Greece would have serious reservations if the Eureka programme into fields like lasers and particle beam technology did have obvious military implications. On the other hand, both Britain and West Germany have expressed some caution at the French plan because of their apparent interest in companies taking part in President Ronald Reagan's star wars programme.

M Delors said yesterday that Mrs Margaret Thatcher, the British Prime Minister, appeared to be saying "no" both to his own proposals for an expanded EEC research programme, put forward at last month's Brussels summit, and to the similar French scheme.

"I hope this is not going to be a final reply," he said. A Community-wide research programme was essential to the technological future of Europe, if it was not to be left behind by the US initiative.

He said the programme might be jointly financed from EEC budget funds and national treasures.

Citing the hypothetical example of a biotechnology research programme backed by only six out of the 10 present member states, he said he would argue that such a programme would be seriously weakened outside the Community.

Arco to buy back shares

Continued from Page 1

combination of its actions should increase its net after-tax income from continuing operations by \$230m in 1985. The company was budgeting earnings per share for 1985 of \$3.95, and estimates that the impact of the restructuring would be to boost earnings per share to between \$8.80 and \$9.70.

Mr William Kieschnick, Atlantic Richfield's chief executive, said that "the petroleum industry, as well as U.S. industry generally, is undergoing major structural changes which were not widely anticipated."

Atlantic Richfield's share price jumped 55% in early trading to \$58.40.

Bonn tries to contain damage of Bitburg visit

BY RUPERT CORNWELL IN BONN

THE WEST GERMAN Government is now trying to put on one side its even more visible irritation with reaction in the U.S. to President Ronald Reagan's visit to the Bitburg cemetery on Sunday in order to contain the longer-term damage to Bonn-Washington relations the controversy threatens to cause.

Little doubt exists that the stop-over at Bitburg, where a number of former Waffen-SS soldiers are buried, will take place. Yesterday both Chancellor Helmut Kohl and Mr Reagan again made plain that they will not be deflected by the outcry in the U.S., which still shows a sign of abating.

Herr Bönnisch, the Bonn Government spokesman, stressed yesterday that the ceremony at the graveyard — where, according to the official programme of the Presidential stay released yesterday, Mr Reagan is still to lay a wreath — was intended to honour "not only the soldiers buried there, but the war dead of every nation."

There was, he declared, no question of "whitewashing" the Nazis, or of minimising their crimes. But Herr Bönnisch criticised the U.S. media for their coverage of the affair, and their alleged failure to refer to the good relations between Germans and Americans today at the Bitburg base.

As the conservative Frankfurter Allgemeine Zeitung (FAZ) observed yesterday, "a mighty journalistic campaign" has "resuscitated the caricature of the ugly German and torn open old wounds." The paper spoke scathingly of "the business interests of the entertainment industry," to whom "the Nazi theme is always welcome."

It would be well, the paper noted, for Americans to bear in mind the

growing tendency "towards refusal of all things American." Hitherto such feelings have been mainly on the left, "but we betide that they are reinforced from the other end of the political spectrum." The only beneficiaries of such a development would be the Russians, the FAZ warned.

• Herr Erich Honecker, the East German leader, stepped into the controversy yesterday by attacking Herr Alfred Dregger, the Christian Democratic majority leader in the Bundestag, for criticising US senators who urged President Reagan not to visit the Bitburg cemetery, writes Leslie Collet in East Berlin.

Herr Honecker said the senators were supported in their view that the SS was a "criminal organisation" by the Nuremberg war crimes trial. He added that Herr Dregger was merely pointing to the "direction" in which he wished to push West Germany.

As the conservative Frankfurter Allgemeine Zeitung (FAZ) observed yesterday, "a mighty journalistic campaign" has "resuscitated the caricature of the ugly German and torn open old wounds." The paper spoke scathingly of "the business interests of the entertainment industry," to whom "the Nazi theme is always welcome."

The East German president noted that he and others who actively fought the Nazis bowed their heads in memory of the "heroes of the anti-Hitler coalition." Herr Honecker served eight years of a ten-year sentence for "high treason" against the Nazis in Brandenburg prison, which was liberated by the Soviets in 1945.

Bristow launches £89m bid for troubled helicopter group

BY LIONEL BARBER IN LONDON

MR ALAN BRISTOW, the 61-year-old founder of the Bristow Helicopter Group, the international helicopter operator company, yesterday launched a £80m (\$167m) consortium bid for Westland, the troubled UK helicopter manufacturer.

The bid is via a newly created company, Bristow Rotocraft, which is backed by London financial institutions led by Mr Bristow's advisers, Kleinwort Benson. The consortium has agreed to put up £80m in cash if Mr Bristow's offer succeeds.

A joint statement said that the new "dynamic leadership and injection of new capital would transform Westland's prospects."

Westland, advised by J. Henry Schrader Wag, attempted yesterday to pre-empt the takeover bid by revealing a three-point defence one hour before the Bristow consortium unveiled its other terms. The defence included a plan to float off in part or whole Westland's technologies division with a separate full London stock market quote.

Westland said that it intends to

oppose the offer vigorously and believes that its own strategy is in the best interests of shareholders. Westland shares which have risen sharply amid Mr Bristow's speculation, closed unchanged at 140p.

The consortium bid was seen by Talbot as a final effort to turn round Westland, Britain's only civilian helicopter manufacturer. A slump in the world civil helicopter market has hurt Westland badly, while the Indian Government has balked at signing a £60m order for the W30.

The bid appears to solve Westland's debt problem," said one broker, "but the empty order book remains."

The consortium includes Howard Govett, the stockbrokers, Montagu Investment Management, the Alliance Unit Trust, the M&G Recovery Fund, Fleming Mercantile Investment Trust and Investors in Industry.

Mr Bristow, shortly to retire as chairman of Bristow Helicopter Group, has been appointed chairman of Bristow Rotocraft and will be appointed chief executive when the offer becomes unconditional.

See Lex; news analysis, Page 7

Talbot UK warns of loss this year after small 1984 profit

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT, IN LONDON

TALBOT UK, the British subsidiary of the French Peugeot group, which made its first profit for a decade in 1983 with a net £3.1m (£3.75m), remained in the black last year, but by only £7.07m, 1,000.

But Mr Geoffrey Whalen, the chief executive, gave a warning in his annual report that Talbot UK would suffer a net loss for 1985.

The seven-week interruption to production of the car kits Talbot sends to Iran, because the Iranians could not provide letters of credit, has already had an adverse impact on the 1985 results, he said.

The likely disruption is to be caused by the introduction of a new medium-sized car, code-named C28, will also help Talbot back to the red.

C28 will be launched in October but so far no decision has been made about whether it will be a Talbot or a Peugeot model.

Problems in the Iranian contract because of the Iran-Iraq war and consequent foreign currency re-

strictions also played a part in the steep drop in profit last year.

Talbot supplied only 57,500 car kits — assembled in Iran into that country's best-selling Peugeot model — compared with 87,800 in 1983.

Mr Whalen recalled that Talbot recently negotiated an oil counter-trade arrangement "which should provide continuity of production (for Iran) and regularity of payment well into 1985."

He pointed out that the association with Iran dates back 17 years and insisted Talbot "is confident of many years business in the future."

Mr Whalen also blamed the highly competitive nature of the UK new car market and high interest rates for last year's profit reduction. Sales of Peugeot and Talbot cars fell from 70,495 to 70,519 and the Peugeot-Talbot market share from 4.44 per cent to 4.03 per cent. Registrations of Peugeot-Talbot light commercial vehicles improved, however, from 9,154 to 10,361.

Talbot UK's car output dropped

BL in Australia, Page 6

Two UK insurance brokers in talks on merger

By John Moore in London

C. E. HEATH and Hogg Robinson Group, respectively the fifth and sixth largest independent insurance brokers in the UK, are holding talks which could lead to a merger of the two brokers.

The move, announced last night,

represents another major realignment in the industry. In the last few months Alexander & Alexander Services of the US, the world's second largest insurance broker, has been in merger discussions with Reed Stenhouse, the large Canadian insurance broker. More recently Sedgwick Group, Britain's largest independent insurance broker, announced a £533m (\$834m) merger with Fred S. James, the world's sixth largest insurance broker.

On the London Stock Exchange

yesterday the share price of Heath fell 12p to 55p valuing the group at £176m. The share price of Hogg Robinson rose 14p to 295p valuing the group at £103.7m.

Mr Derek Newson, chairman of C. E. Heath, said last night that he had approached Hogg Robinson with a view to achieving a merger. "We are complementary," he said.

Both sides said last night that the discussions "may or may not lead to a merger" and that if any merger were to take place it would be effected "through a new holding company."

In its last financial year ending in March 1984 Heath reported pre-tax profits of £19.1m, while Hogg Robinson, over the same period, reported pre-tax profits of £11.1m.

Heath is a medium-sized broker with substantial underwriting activities. Its broking operations represented under half of its operating profits in 1983/4. On the broking side it has a long standing trading relationship with Rollins Burdick Hunter, the US broker which is owned by Combined International Corporation, a US insurer.

Hogg Robinson, which has a strong UK broking side and extensive travel agency interests, has 28 retail broking offices in the US. The combined operations of both groups could create a broking unit with over 3,000 employees.

If Heath and Hogg Robinson merge it could bring the combined group up to around eighth position in the world league and in terms of revenue around the size of Westland's share for every six Westland brokers.

Effectively, this constitutes a one-for-one share swap which values Westland shares at 150p and the company at £88.93m. However, to offset possible criticism that existing Westland shareholders' interests are being diluted, Bristow will offer up to 10m of its shares (25 per cent of the equity) to accepting Westland shareholders on the basis of one Talbot share for every six Westland shares.

Effectively, this constitutes a one-for-one rights issue. The offer accepts to Westland shareholders who accept within 14 days of the offer becoming unconditional.

See Lex; news analysis, Page 7

Smiths to buy Glaxo surgical equipment unit

By Charles Batchelor in London

SMITHS Industries of the UK, a former motor components manufacturer which has moved strongly into the medical equipment business, is buying most of the surgical equipment operations of Glaxo Holdings, the pharmaceuticals group, in a deal estimated to be worth between £50m and £100m (£80.05-£121.2m).

This is Smiths' second major medical equipment acquisition in the past 18 months and is expected to make this division the company's largest profits earner — ahead of aerospace — within a year or so.

The two companies announced yesterday that they had reached agreement in principle for Smiths to buy Eschmann Bros & Walsh, a maker of operating theatre equipment such as operating tables and disposable surgery products.

Eschmann made a minimal profit on turnover of £10m in the year ended June 1984. It did not fit in with Glaxo's highly profitable pharmaceuticals business, which has been boosted recently by strong sales of Zantac, the anti-ulcer drug. Eschmann was also feeling the pinch from National Health Service spending cuts.

The Eschmann management is believed to have attempted to buy the company from Glaxo but was unable to agree a price.

Neither Smiths nor Glaxo would value the deal yesterday but they expect to agree formal terms by the end of May. Eschmann employs 500 people in Britain and also has about 60 staff in sales offices in France, Germany, Spain, Singapore and Australia.

Smiths has built up a medical equipment business which produced trading profit of £5.75m on turnover of £10m in the six months to February. The whole Smiths group made a profit of £21.4m on turnover of £197m in that period.

Early last year Smiths paid £1.3m cash for Downs Surgical, a publicly quoted maker of orthopaedic implants and neuro-surgical instruments. It first went into medical supplies in the mid-1950s when it bought a company, now called Portex, which made specialist extruded plastic components for the motor industry, and, as a sideline, disposable tubes for medical use.

THE LEX COLUMN Whirling blades at Westland

Westland might have been taken over years ago, were not the problems of selling civil and military helicopters too daunting for the likes of British Aerospace. But there are brave souls in the further reaches of UK aviation, and Mr Alan Bristow has decided that sorting out Westland is a more rewarding pastime for his retirement than golf.

The Bristow camp claims that Westland badly needs new money and new management. The first is evident from Westland's slim order book and weakening balance-sheet; but it is not entirely clear that a former helicopter operator, with no experience of marketing and manufacture, is the man to provide the second.

Westland's present board has scarcely endeared itself to the City. The entry into the civil market has not been successful while flirtations with Arab industrialists and Californian air-taxi firms are costly adventures. An old-fashioned proxy battle to unseat the management might have served had not institutional shareholdings so shrivelled as to make this a complex affair. Hence the creation of a shell company, Bristow Rotocraft, to make what is in effect a discounted one-for-one rights issue on Westland's behalf.

Westland certainly needs £80m in new money, if only to meet the costs of its share in the EH-101 project — its salvation for the late 1980s. The sale of a couple of Lynx or Sea King aircraft will not generate the necessary cash flow and there are dangers that inventory financing on delayed contracts is constraining such healthy bits of the business as spare parts or Normalair-Garrett. Ironically, the Bristow bid means that the RAF or the Indian Oil and Natural Gas Commission cannot order the W-30 without taking sides.

Westland is hinting that it might float off its share in Normalair-Garrett, which is probably worth all but a fraction of Bristow's 150p share offer. There is also much, presumably, to be done in trimming back the helicopter business and in seeking larger markets for its hovercraft division through joint ventures.

The two brokers look on paper to make a good fit. Heath is a medium-sized operation with substantial underwriting activities, and therefore more directly exposed to the underwriting cycle than most brokers; while Hogg Robinson has sizeable operations outside insurance, including its travel agency. Neither group has managed to achieve a merger with one of the larger US broking houses and by coming together now could trigger a wave of defensive domestic mergers among the medium-sized groups.

Atlantic Richfield

The only thing missing from the strategy document issued yesterday by Atlantic Richfield was the signature of Mr T. Boone Pickens. Unlike some of its competitors, Arco is embarking voluntarily on a course of action designed to increase the wealth of its shareholders. But it is difficult to imagine that the company

would have proposed such a radical programme had Mr Pickens not been lurking in the background.

Arco is not the first oil company to shrink its asset base. Amoco is demerging its mining operations and buying in stock, while even the mighty Exxon has engaged in a share repurchase programme. But the Arco plan is much more ambitious than any of its predecessors. The proposed write-offs will reduce its net worth by more than a tenth and so boost the return on shareholders' equity, while the repurchase programme would at current prices allow the group to buy in roughly a third of its outstanding equity. Taken together with the proposed capital spending reductions, the measures should boost pro forma earnings per share by at least 50 per cent.

As a company with a strong reserve position and a formidable cash flow, Arco is in a better position than most to accept a sudden deterioration in its financial ratios. Long-term debt represented only 35 per cent of shareholders' funds at the end of last year but could be closer to double that figure once the programme is complete. Yet, to judge from yesterday's jump in the Arco share price, shareholders find high gearing a small price to pay for enhanced earnings per share and higher quality assets. There is not much danger that Mr Pickens will force any British company into similar action, but the Arco model is one which BP in particular might find instructive.

Slough Estates

With roughly 90 per cent of its UK portfolio located in the south of the country, Slough Estates can afford to feel more cheerful than some about the state of the industrial property market. The 1984 report and accounts, published yesterday



SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Tuesday April 30 1985



Brochure available from:

W Canning plc, Canning House, St Paul's Square, Birmingham B3 1QH. Telephone 021-238 6224.

Xerox profits slip 10% after insurance setback

BY TERRY DODSWORTH IN NEW YORK

XEROX, the diversified U.S. office products group, blamed the continuing strength of the U.S. dollar and a poor performance in its insurance operations for a 10 per cent fall in earnings in the first quarter.

Net income amounted to \$114m, or \$1.06 a share, against \$126m, or \$1.20 a share in 1984, when the company had a non-recurring loss of \$4m on the divestment of its Stuttgart operations.

The group's reprographics and information systems division, which is due to launch a range of new products today, saw first-quarter net income decline by 7 per cent to \$91m from \$98m a year ago.

Revenues increased slightly to \$2.03bn from \$2.01bn, but were depressed by the growing proportion of bought, rather than leased machines, and by the dollar. Sales in

this division would have increased by 5 per cent if the unfavourable impact of currency was excluded, the company added.

Mr Peter McCollough, chairman, and Mr David Kearns, president, said that today's equipment launch would introduce part of a stream of hardware and software products that Xerox plans to introduce in 1985 "to enhance its position in the information systems sector."

The new products are expected to include laser printers, two word processors built by Olivetti of Italy, a fresh version of the group's Star personal computer, and new communications cable and software to link the systems together.

Operating income in the group's financial services division fell to \$34m in the quarter from \$43m a

year ago, while on a post interest basis, after allocating financing costs associated with acquisitions last year, the contribution to the group's net income came to \$23m compared with \$32m a year ago.

The earnings decline in this division was entirely due to the Crum and Forster property and casualty insurance division, where operating profits fell to \$16m against \$23m a year ago.

By contrast, Xerox credit and Van Kampen Merritt increased their first-quarter net income to \$24m against \$18m a year ago.

Mr McCollough and Mr Kearns said that Crum and Forster was continuing to increase prices particularly on its most troubled commercial insurance lines, and that

"we are pleased that the rate of increase is accelerating."

Allied plans share repurchase

BY OUR FINANCIAL STAFF

ALLIED Corporation, the big U.S. chemicals, aerospace and energy group, has authorised a \$675m share repurchase programme and is negotiating the sale of three businesses.

The board has authorised the repurchase of 15m shares "from time to time" of its 62m shares outstanding. Financing will come from the recently announced sale of 50 per cent of Allied's Union Texas Petroleum subsidiary for \$1.4bn in cash and \$300m in preferred stock.

The authorisation is in addition to authority to buy 1.65m shares remaining under a previously an-

nounced stock repurchase programme. Allied has already repurchased 3.7m of its shares this year.

Mr Edward Hennessy, Allied's chairman, told the annual meeting that the company was negotiating to sell North American Refractories, C & D Power Systems and Prestolite Battery. The businesses were "not in market areas in which the company would like to expand."

Both C & D Power Systems, which makes lead acid industrial batteries and chargers, and North American Refractories increased sales and earnings last year, benefiting from the improved economy.

Mr Hennessy said the company was focusing growth efforts primarily on the chemical, aerospace and automotive operating sectors, and certain businesses in the industrial and technology sector. The company's asset redeployment plan was confirming through the divesting of some businesses and acquisition of new concerns.

Meanwhile, shareholders approved several measures aimed at discouraging hostile takeover attempts. Measures include staggering the election of directors and establishing a "fair-price" amendment.

FIRST PACIFIC FIRST PACIFIC HOLDINGS LIMITED

Consolidated Balance Sheet Summary as at 31 December, 1984 (in US\$'000)

Total Assets	1,342,363
Total Loans and Advances	636,070
Total Customer Deposits	873,819
Shareholders' Equity	142,123

Subsidiaries and affiliates:

- The Hibernia Bank, San Francisco, Hong Kong
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UPI filing reveals debts of \$45m

By William Hall in New York

UPI, the ailing U.S. newsgathering, finally filed for protection under Chapter 11 of the U.S. bankruptcy code on Sunday evening and revealed that it owed nearly \$45m, more than twice as much as had been generally assumed.

The 18-year-old agency's battle to stay in business will be helped by the thing, which will prevent creditors seizing its assets while it attempts yet again to put its financial affairs in order.

UPI's main lender, Foothill Capital Corporation, agreed over the weekend to resume financing the group's day to day operations up to a limit of around \$3m. It was Foothill's decision to withdraw its financial support last week after the trade union representing UPI staff had refused to make further wage concessions that precipitated the latest financial crisis.

The newsgroup, which has not made a profit since the 1980s, will now be able to pay its 1,900-strong workforce around the world. It was far from clear yesterday, however, whether it would be able to avoid asking the staff to make further sacrifices in its bid to remain in business.

In a move to increase its revenues, UPI has raised its rates by 9.9 per cent and has agreed to sell some of its communications equipment and lease it back.

Court rejects WPPSS plea on debtors

WASHINGTON — The U.S. Supreme Court declined to review a decision that freed power utilities from their debts to the Washington Public Power Supply System (WPPSS) as part of the litigation surrounding the system's bond default.

The court denied the request by WPPSS, known colloquially as Whoops, and Chemical Bank, the big New York bank which is trustee for the bonds, to review the Washington Supreme Court decision last November.

WPPSS defaulted on \$2.25bn in bonds issued for 88 public utilities and rural electric co-operatives in six north-western states to finance two nuclear power projects. The plants were abandoned in 1982 because of substantial cost overruns and lower-than-expected energy demand.

The Washington decision held that the 88 utilities lacked statutory authority to enter into a 1976 unconditional agreement with WPPSS to assume payment obligations by purchasing shares of the project's future electricity.

In seeking a hearing by the U.S. Supreme Court, lawyers for WPPSS and Chemical Bank said the Washington decision raised serious questions about future municipal financing as well as "substantial issues of national importance."

Lawyers for the bondholders urged the Supreme Court to hear the case, saying it would present the fastest way of providing relief to the bondholders. Reuter

Oil groups to join revival of Boussac

By David Marsh in Paris

SUBSIDIARIES of Elf Aquitaine and Total, the two state-controlled French oil groups, have agreed to join an effort to refloat Boussac, the trouble-torn textile group which has been in the hands of receivers for nearly four years.

Participations of FF 47.5m (\$4.75m) each are foreseen from Elf, a financial subsidiary of Elf's Galion oil company, and from Crédit Lyonnais.

The funds will be put towards a FF 400m capital increase planned for the end of the year for Agache-Willet, the holding company of the Boussac group, which also filed for bankruptcy in June 1981.

Ferinel, a property group from the private sector, was given government authorisation in December to take over Boussac's activities and go ahead with the fund-raising plan. The capital increase is, however, contingent on a satisfactory working out of a repayment schedule to creditors, who are owed about FF 2.7bn through their involvement in Boussac's tangled affairs.

Other investors taking part in the capital increase, apart from Ferinel itself, are expected to be the Lazard Frères private banking group, British Bank Charterhouse and a group of Middle East investors.

CAD/CAM PIONEER STRIVES TO CONTAIN EXPENSES AS DEMAND RECEDES

Computervision slips into loss

BY OUR FINANCIAL STAFF

COMPUTERVISION, the pioneer of computer-aided design and manufacturing (CAD/CAM) systems which this month laid off 14 per cent of its workforce, yesterday reported a fall in sales and slide into

"continuing transition" of its product line.

Apart from the 950 cut in workforce, Computervision has been acting to curb production and marketing expenses representing an effort to retain its position as CAD/CAM market leader in the face of competition from IBM. It also last year launched key models at each end of its product range.

Elsewhere in the U.S. high-technology sector Sperry, the computer systems and farm equipment group — which recently entered the CAD/CAM related field of computer-integrated manufacturing — announced a boost in quarterly net earnings to \$105.9m or \$1.39 a share, against \$96.9m or \$1.63 per share.

On the basis of continuing operations the improvement was sharper, as the comparable 1984 period

included a \$5.4m extraordinary credit. Sales reached \$1.6bn compared with \$1.48bn.

The quarter to March is the last in Sperry's financial year, which as a whole produced net earnings of \$298.7m or \$3.15 per share, against \$216.2m or \$4.17 a share. This was founded on an increase in sales to \$2.69bn against \$2.19bn, although the profit figure included non-recurring credits of \$27.2m for the latest year and \$16.2m in 1983-84.

Mr Gerald Probst, its chairman, said he expected continued earnings growth for the current year provided the dollar stabilised at around current levels.

From the current quarter, IBM was substantially stepping up shipments of the PC-AT, its most advanced personal computer, in order to meet what Mr Probst called "solid growth in revenue and earnings."

For the current quarter, Tandem Computers, the Cupertino, California-based manufacturer,

was well ahead at \$322m, from \$281m.

For the whole of 1984 the company reported earnings 37 per cent down at \$58.7m, or \$1.62, from \$93.8m, or \$2.65. Revenue last year reached a record \$1.1bn.

The rest of the bond losses were taken in 1983. Late last year Arthur Andersen, the U.S. accounting firm, agreed to pay Marsh & McLennan \$19.9m to settle a suit arising out of the bond trading losses.

Revenues for the latest quarter

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InterNorth sets up credit line

BY OUR FINANCIAL STAFF

INTERNORTH, the diversified U.S. energy company which has recently been the subject of takeover rumours on Wall Street, has arranged a \$2.5bn line of credit with a group of banks led by Citibank.

The company said no definite plans for using the credit line had been formulated. It is currently in

tended to be used for general corporate purposes, and is in addition to existing lines of credit totalling \$373m.

InterNorth has interests in natural gas distribution, petrochemicals and the transport and marketing of liquid fuels. The company's shares rose 51% to \$51.50 on Friday, valuing InterNorth at \$2.26bn.

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INTL. COMPANIES & FINANCE

BIS FINAL QUARTER FIGURES

U.S. boost for world bank lending

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

INTERNATIONAL bank lending activity rebounded in the final quarter of last year as worries about the health of the U.S. banking system subsided, according to new figures published today by the Bank for International Settlements (BIS).

Total bank lending grew by \$35bn after an unusual drop of \$5bn in the third quarter, when the interbank market contracted following problems surrounding the New York-based Continental Illinois Bank.

The main impulse behind the fourth quarter recovery was a sharp increase in interbank lending — up \$33.5bn after a drop of \$7.5bn in the third quarter — as normal business resumed, with U.S. and Eurobanks stepping up borrowing to improve liquidity ahead of their year-end balance sheet revaluing deadlines.

The BIS said, however, that when its figures are netted out for double counting the true underlying growth rate of in-

ternational bank credit was a more modest \$25bn. Though this was up in its third quarter estimate of \$10bn, it was significantly less than the \$40bn expansion recorded in the final months of 1983.

"After showing signs of a renewed pick-up in the second half of 1983 and the first half of 1984, the underlying growth of international bank credit slowed down once more in the second half of 1984-85."

Within the main industrial countries which constitute the BIS's reporting area there was a jump in lending to non-bank entities in the U.S. They borrowed a further \$5.7bn compared with \$700m in the third quarter. Lending to non-banks outside the U.S., however, declined on balance, "probably largely as a consequence of the substitution of security issues for bank loans."

The BIS said one of the significant developments revealed by its analysis of international

banking flows during the fourth quarter was a strong increase in the supply of funds to the banking system from countries outside the main industrial world."

These deposits grew by \$10.3bn during the quarter, largely reflecting the placement of reserve accruals in the Euromarket. At the same time, new lending to Latin America grew by only \$3.5bn, despite nearly \$10bn of non-spontaneous credits granted under IMF sponsored packages.

The BIS singled out China as the largest net creditor of Petroleum Exporting Countries, which in any case were among the least active by far in the last year, with a yearly expansion recorded in deposits from outside the reporting area, the BIS said.

The inflow of funds was moreover more than twice as large as the banks' new lending to these countries.

"This meant that in contrast to the usual geographical pattern there was a large transfer of resources from these countries via the international banking sector to the rest of

the world."

Deposits by Latin American countries grew by a record \$11.4bn last year, largely reflecting the placement of reserve accruals in the Euromarket. At the same time, new lending to Latin America grew by only \$3.5bn, despite nearly \$10bn of non-spontaneous credits granted under IMF sponsored packages.

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"This meant that in contrast to the usual geographical pattern there was a large transfer of resources from these countries via the international banking sector to the rest of

Gulf set for financial mergers

BY KATHY EVANS IN KUWAIT

THE GULF appears this week to be on the verge of a series of mergers among financial institutions, largely because of difficulties in the sector following a deepening of the regional recession.

In Abu Dhabi, three banks are believed poised to merge into an institution to be known as Commercial Bank of Abu Dhabi. The new bank is to receive an injection of funds, probably from the local Emirate Government. The extent of government support is not yet known, but is thought by local bankers to be large.

The three banks merging are Khaliji Commercial Bank, Emirates Commercial Bank and Federal Commercial Bank. Their combined assets are around 7bn dinar (\$1.9bn). The Abu Dhabi Government is believed to hold 75 per cent of Khaliji Commercial Bank, and is thus expected to retain a 60 per cent shareholding in the new bank with the injection of a result of the collapse in 1982

funds. The move to combine the banks is in line with the UAE central bank's policy of encouraging banks to merge to strengthen the country's financial sector. There had long been speculation in the market that the three banks had been burdened with non-performing loans from the local private sector, as have many other institutions in the country.

Commercial Bank of Abu Dhabi, if officially approved will rank about the fourth largest bank in the country.

In Kuwait, speculation is growing that a merger is being planned for three local investment and property companies which are now largely state-owned. They are KTFIC, the Kuwait foreign trading, contracting and investment company; Kuwait Investment Company (KIC); and Kuwait Real Estate Investment Consortium. All three have suffered as a result of the collapse in 1982

Profits decline at Romatex

By Jim Jones in Johannesburg

A SHARP decline in consumer spending contributed to a reduction in profits of Romatex, a leading South African textiles manufacturer, in the last year to March.

Turnover rose marginally to R 207.6m (\$106m) from R196.5m in the corresponding period of 1984. However, the interim operating profit before tax and interest almost halved to R 9.5m from R 17.7m while a sharp increase in the interest bill contributed to a cut in pre-tax profit to R 4.5m from R 15.8m.

The company in its present form came into being only in January this year, as a result of a merger between Shows Oil, in which the Anglo-Dutch parent also had a 50 per cent stake, and the previously wholly Shell-owned Shell Sekiya. The results thus include no contribution from Shell Sekiya.

TDK maintains strong recovery

By Our Financial Staff

TDK, the world's leading magnetic tape maker, maintained a strong recovery pattern in the three months to February with an 18 per cent gain in group net earnings, to Y7.70bn (\$50.4m) against Y6.52bn in the corresponding 1984 period.

The company has been moving to diversify out of its traditional base, the increasingly competitive market for audio and video tapes, into the supply of general electronic materials and components including those for the car and audio automation industries. This division accounted for 51.7 per cent sales in the quarter, a rise of 5.7 percentage points. Sales overall reached Y102.94bn against Y94.92bn.

The company attributed the improved earnings to the depreciation of the yen against the dollar, and to a reduction in manufacturing costs for its video tapes.

Setback for Showa Shell

By Our Financial Staff

SHOWA SHELL Sekiya, a downstream oil company owned equally by Royal Dutch/Shell and the Japanese public, suffered a 38.4 per cent setback in consolidated net profits for last year to Y2.35bn (\$16.6m) compared with Y4.75bn for 1983.

The company in its present form came into being only in January this year, as a result of a merger between Shows Oil, in which the Anglo-Dutch parent also had a 50 per cent stake, and the previously wholly Shell-owned Shell Sekiya. The results thus include no contribution from Shell Sekiya.

All of these Securities have been offered outside the United States.
This announcement appears as a matter of record only.

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FT COMMERCIAL LAW REPORTS

Revenue can re-open tax inquiry

IN RE PRESTON: House of Lords: (Lord Scarman, Lord Edmund Davies, Lord Keith of Kinkel, Lord Brightman and Lord Templeman): April 25 1985

WHERE THE Inland Revenue requires taxpayers to give certain information and on the basis of the information given it agrees to cease investigating the affairs in return for the withdrawal of claims for relief. It is not precluded from re-opening the inquiries after he has lost his right to claim relief if it later discovers that the information he gave was less than full and suspects that the transactions were part of a tax avoidance scheme.

The House of Lords so held when dismissing an appeal by Mr Michael Preston from a decision of the Appeal Tribunal that the Inland Revenue Commissioners were entitled to exercise their statutory powers and duties under Part XVII of the Income and Corporation Taxes Act 1970 with regard to an alleged tax advantage obtained

Subsequently, the special investigation section received information supplied such information was withdrawn by Mr Preston on September 14, 1983 and the commissioners notified him under section 460 (6) that there was reason to believe that section 460 applied. He made a statement before the Revenue concerning Gymbon's shares, which he had supplied such information was withdrawn by Mr Preston on September 14, 1983 and the commissioners notified him under section 460 (6) that there was reason to believe that section 460 applied. He made a statement before the Revenue concerning Gymbon's shares, which he had supplied such information was withdrawn by Mr Preston on September 14, 1983 and the commissioners notified him under section 460 (6) that there was reason to believe that section 460 applied. 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UK COMPANY NEWS

'ICI less vulnerable to cyclical downturn'

Imperial Chemical Industries is "marginally more profitable than cyclical" and the source of its profits has altered significantly over the past five years, the chairman, Mr John Harvey-Jones, said yesterday.

He told ICI's annual general meeting that some commentators still raised questions about ICI's vulnerability to future trade cycles and the balance between the commodity chemicals side of the business and the high added-value side.

Mr Harvey-Jones said he did not believe it would ever be possible to design a business totally invulnerable to all economic dislocation, but ICI was now far from having all its eggs in one basket.

Moreover, sectors which included the so-called commodity businesses, on which ICI was now less dependent for profits, would also be more robust profit earners in future, with less potential for incurring losses when business turned down. This was because of the rationalisa-

businesses—including paint, explosives, fibres and specialty chemicals—and 11 per cent from oil.

"That, I would argue, is a convincing spread of risk," said Mr Harvey-Jones, "especially when the territorial spread across the main geographic areas of the world is also taken into account."

There had also been a real shift in the source of profits.

Since 1979 the combined pharmaceuticals and agrochemicals slice of trading profits had increased from just over 10 per cent in one-third, and the combined petrochemicals, plastics and general chemicals slice had decreased from almost half to less than a third.

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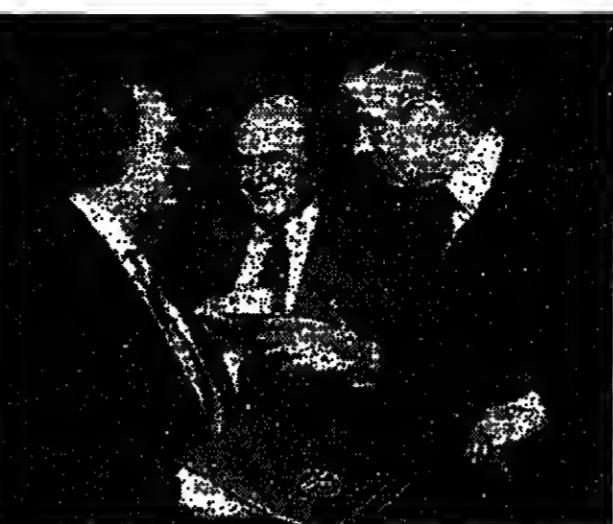
tion and cost reduction which have taken place and because they serve now better quality business sectors with better product ranges.

Mr Harvey-Jones said there would be further change as growth came through from the recently acquired U.S. Beatrice Chemicals company, from electronic chemicals, from advanced materials and from the application of bioscience in health care and agriculture.

Building on the group's international spread of interest, ICI aimed to link its UK science and technology resources into those in the USA and Japan, and to link this in turn into centres of innovation either in existing ICI businesses, businesses the company grew, or those it acquired.

Mr Harvey-Jones noted that ICI's net liquid resources increased from \$2.5 billion in 1984 to \$3.8 billion.

The company saw these resources "very much as business opportunity assets and I expect it will be allocated to new business development."



Senior board members of ICI pictured before yesterday's AGM. Left to right: Mr John Harvey-Jones, chairman; Mr Sir Robin Ibbotson, executive director; and Mr Walther Kiep, non-executive director

Polymark losses cut sharply

ACTIONS taken by Polymark International to stem the losses being incurred by the French operation are reflected in the group's results for 1984.

Polymark France swung from losses of £470,000 to profits of £87,000 and enabled the parent to cut its overall pre-tax deficit by £10.000 to £16,000.

Group turnover for the year improved from £189.5m to £212.0m, an net operating income came through £353,000 ahead at £79.1m—Polymark is a supplier of agricultural machinery, laundry care and labelling systems.

Net interest charges rose to £723,000 (£649,000) but exceptional provisions were reduced from £215,000 to £179,000.

These comprised redundancies, mainly in Polymark France,

This company began 1985 in better shape and with a satisfactory order book for laundry equipment. Shareholders are told that the French company has now "attained a degree of stability which suggests that the improvements in performance achieved in 1984 should at least be sustained."

Present trends and developments in all divisions are described as encouraging and despite a poor first quarter, the technographics sector "significant progress" should be achieved by the group in 1985.

The laundry division started 1985 with an encouragingly high order book and has now secured two major orders from North America for future overbed conveyor systems. The directors say current prospects augur well

for a satisfactory performance in 1985.

Group tax for 1984 accounted for £36,000 (£79,000), minorities added £4,000 (£30,000) and extraordinary debits rose to £120,000 (£10,000). Net assets for the year emerged at £515,000, again up previous £554,000, equal to a loss per 10p share of 8.39p (14.15p).

• Comment

Polymark's hard times are not yet a thing of the past. Dividend payments have been passed on both ordinary and preference stock and its shares are struggling to stay above their par value of 10p. The rationalisation of the French unit has taken longer than expected—it accounts for most of the exceptional and extraordinary losses—but along with one third fewer staff in 1985 will see this subsidiary making the recovery begin in the second half of last year. A change in managing director at the technographics division plus £300,000 in cost savings measures has restored hope of a return to the black. The agricultural division is something of an anomaly—it was the group's first major diversification out of laundry equipment distribution. Red ink has been concentrated management's minds on finding a trans-Atlantic partner for a manufacturing joint venture aimed at the European market. With the shares now trading at 11p not the most long-term thinking of optimists will be in a buying mood.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corr. for year	Total Div.	Total last year
Richards (Leicester)	1.00	July 1	5*	5.0*	7*
Simon Engineering	0.5	July 1	5*	5.0*	7*
Watkin	0.06	July 9	0.05	0.05	0.05
James Beattie	1	July 9	3	3	3
Crown Productions Int	4.25	July 2	3.4	4.25	3.4
French Kier	4.6	June 14	—	—	—
Grampian TV	3.7	—	3.3	5	4.5
Lowland Invest. Int	3	June 19	2.3	—	6.5
S. Lyles	2.5	June 3	2.5	—	5.5
P. & W. Macmillan	2.00	—	1.1	1.7	1.6
John C. Stobart	0.25	—	2*	—	2*
Peters Stores	0.5	June 17	1	—	2
Dividends shown pence net except where otherwise stated.					
*Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock. § Unquoted stock.					

Fraser wins over Ingall with surprise £10m offer

BY LIONEL BARBER

THE HOUSE OF Fraser stores group, which owns Harrods, last night announced a surprise agreed £10m bid for the Midlands-based funeral group Ingall.

The offer topped the £7.3m offer by the Greater Midlands Co-operative Society which has been contesting fiercely.

Last night, a House of Fraser spokesman said: "For many years we have had a sideable funeral business in Scotland and have looked for opportunities to expand in the south."

"Ingall is a well managed company of the right size and geographical spread, and we are pleased to have the recommendation of the board."

The Ingall board and its financial advisers, County Bank, said it considered the offer fair and reasonable and urged Ingall shareholders to accept the offer.

House of Fraser is offering 10p in cash for every Ingall share.

Ingall directors have agreed to give irrevocable undertakings to accept in respect of 498,441 Ingall shares, representing 5.46 per cent of the issued share capital.

House of Fraser, which was recently acquired by the Egyptian Al-Fayed brothers in a £515m takeover bid, has three funeral companies in Scotland: W. T. Dunbar in Edinburgh, Wylie & Lochhead in Glasgow, and Gordon & Watson in Aberdeen.

The prospectus, due later this week, will require applications for shares to be submitted not later than May 10.

Sir Austin Pearce, chairman, said that Ingall itself did not need cash now, but it had been advised that it would be better for it to raise cash for future needs at the same time as the Government share sale, rather than wait.

A number of major programmes would be forthcoming through the rest of this decade, which would need capital. Although he did not enumerate these, they include finance for such new civil ventures as the Advanced Turbo-prop airliner (ATP) and continued development of such other airliners as the BAe 146.

Talbex Group, an industrial holding company headed by Mr David Green, making a £1.66m all-paper takeover bid for Yorkgreen Investments, another holding company which is also chaired by Mr Green.

Talbex, whose shares closed at 74p last night, down 1p on the day, is offering two of its shares for every Yorkgreen ordinary,

valuing them at 15p each. Yorkgreen's shares closed at 13p last night, up 1p on the day. Yorkgreen shareholders would be entitled to retain the final dividend of 0.2287p for the year to last October.

Talbex bid pre-tax profits of £23,000 in the year to last July and one of £82,000 for the six months to January. Its net assets last July totalled £1.1m.

Yorkgreen has just announced pre-tax profits of £145,000 for the year to last October.

Talbex owns 2.7 per cent of Yorkgreen. Mr Green and his immediate family own 18.02 per cent of Yorkgreen and 14.72 per cent of Talbex. Yorkgreen owns 9.97 per cent of Talbex.

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Group Lotus revival plan 'is paying off'

BY JOHN GRIFFITHS

LONG-TERM planning for the revival of Group Lotus "is now paying off," the specialist car and engineering group's chairman, Mr David Wicks, said yesterday.

He was commenting on an improvement in Lotus' pre-tax profits last year to £275,000 from £275,000, on turnover up sharply from £12.7m to £16.8m.

The relatively small increase in profits is attributed mainly to the sports car. The group is taking on writing of research and development contracts: more than £1.2m last year.

The group, in which Mr Wicks' British Car Auctions Group has the principal 25 per cent stake, "has never looked healthier," claimed Mr Wicks.

Engineering consultancy work, seen as a major area for expansion by the group, increased by 50 per cent last year and there are now £17.6m worth of committed contracts, involving 25 projects spread among 17 dif-

ferent clients, said Mr Michael Kimberley, group managing director.

Revenue from vehicles and service was up 26 per cent last year, while car sales in the UK increased from 383 to 547. Total sales reached 845 from 667 and the group expects to sell nearly 1,000 in the current year.

Investment by the company is increasing to a high level as it prepares for the launch early in 1987 of its new X100 sports car.

Mr Kimberley said Lotus was spending £1.2m on plant equipment and tooling links mainly to its engineering work and further £2.2m on facilities and development mainly linked to the new sports car.

Some 92 new jobs have been created at the company's Hethel, Norfolk, headquarters during the past 12 months. A further 87,000 sq ft of buildings have been added, both to handle the increased engineering work and to prepare for production of the X100.

Exco chief receives £100,000 pay rise

By Frank Kane

IN THE latest of a spate of large performance-related salary increases, Mr John Gunn, chief executive of financial services group Exco International, received a pay rise of nearly £20,000 in 1984.

The increase, published yesterday with the publication of the group's annual report and accounts, brought Mr Gunn's total remuneration to £223,852, 76 per cent up on the previous year. It compares with a recently developed average salary for UK chief executives of around £50,000.

Mr Gunn benefited from Exco's profit sharing scheme, introduced last year, whereby shareholders receive a rise proportionate to the increase in earnings per share above a threshold of 10 per cent, up to a maximum of two-thirds of basic salary.

Exco last year showed pre-tax profits of £50,000 against £10,000 with earnings per share stated at 37.3p, an increase of nearly 32 per cent.

Mr Gunn pointed out yesterday that his 1984 salary figure was overestimated by taking the year-end dividend rate of 11.6% and added that he considered the yardstick the toughest, but fairest, of performance-related criteria. "It puts me in the same position as shareholders," he said.

The 76 per cent rise is the largest, in percentage terms, of recent salary rises for chairman of UK industry. Mr Patrick Sheehy of BAT had a 33 per cent rise, announced last week, while Mr John Harvey-Jones of ICI and Mr Owen Green of BTR, further revealed pay rises of 68 and 46 per cent respectively.

Public offering and rights from AEC

The application lists for the offer for sale of American Electronic Components, which is being floated on the USA with a value of \$22m, close tomorrow.

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UK COMPANY NEWS

Wadkin pulled down by U.S. and machine tools

WEAKNESSES in its U.S. operation and the machine tool division have hit Wadkin in 1984 and, after a substantially higher interest profit before tax has fallen from a restated £373,000 to £47,000.

The directors stress that the two problems will not affect the current year, and say activity overall has continued at a static factory level in the first quarter. The company's trading statement at 3p net, with a final of 1p.

Wadkin, U.S. was expected to show increased profits over the year. But only in February was it found that management had entered into contracts without regard to company procedures or normal commercial

practice, and specific losses and reserves of £650,000 have been incurred and taken up in the delivery of a full short of plan with a consequent under-recovery of fixed costs and an over-run of cash required for stock and work. The division returned to profit over the past two months and has recorded a profit of £1.5m in 1985.

The remainder of the group maintained the recovery which started two years ago. A few divisions have to meet continuing development and reorganisation costs as they complete their rationalisation programmes and, therefore, have yet to show their

Profits some way off for TI loss-makers

REMEDIAL ACTION in the loss-making divisions of TI Group is making good progress, but the company still does not expect the non-core businesses to make a profit in the current year.

The directors are looking to the current year to afford more stable conditions, so that the strengthened management can concentrate upon further improvements in productivity and profitability.

Sales in 1984 expanded from £26.87m to £24.13m, but costs were higher and the operating profit fell to £604,000 (£812,000). Interest charges came to £578,000 (£42,000). After tax (£84,000) there is a loss per share of 0.77p (earnings 7.35p).

In the comparable six months of 1983 the company earned a profit of £64,000 after absorbing interest charges, but that was overtaken by a loss of £200,000 in the second half.

The chairman said that the first quarter of the current year had been a period of intense activity to get the group as a whole moving forward again. The core businesses continued to trade satisfactorily.

UK sales of bicycles in the first quarter were disappointing, but British increased its market share and imports were at a much reduced level. Production control and quality have improved, and a number of cost reduction measures are being implemented progressively, said Mr Utiger.

"At Cold Drawn Tubes we are examining with British Steel Corporation the options for the future of the business. In the meantime management action



Ronnie Utiger

has reduced the rate of loss substantially in the first quarter."

He went on to say that the gas cylinder plant in the U.S. had done the detailed planning to run down work-in-progress efficiently and would complete its production schedules by mid-year.

"After that, cylinders will be supplied from the UK for finishing in the U.S."

"There will be exceptional costs arising and the benefits from this action will not become evident until the fourth quarter of the year," Mr Utiger added.

On the property side, rental income continues to grow but the large increase in interest rates will more than offset any growth and hold back future developments, the directors warn.

Heavier losses at Peters Stores

LOSSES INCURRED by Peters Stores in the second half of last year have continued in the current term and for the six months ended December 29 1984 have accelerated to £276,000, after interest charges of £405,000.

In view of this poor performance and the continuing trend in the current period, the directors have decided to pay the interim dividend to 0.5p.

In the comparable six months of 1983 the company earned a profit of £64,000 after absorbing interest charges, but that was overtaken by a loss of £200,000 in the second half.

Peters mainly retails leisure wear through shops in the North of England, and is also engaged in industrial development. In the first half year the retail division did not live up to expectations and continued to incur losses despite the modernisation programme.

The directors are continuing with their efforts to reduce costs but shops sales, while ahead of last year, remain disappointing with the second half also proving to be difficult. Net sales in the period came to £5.7m (£4.78m).

On the property side, rental income continues to grow but the large increase in interest rates will more than offset any growth and hold back future developments, the directors warn.

Richards (Leicester) deeper in the red

THE COST of rationalising the product range at Richards (Leicester) left the group deeply in the red for 1984 and, as in the case of the interim dividend, this is also being paid.

Thus, for the 12 months ended from £5.91m but after closure expenses, stock provisions and redundancy costs totalling £215,000 and higher bank interest charges losses at that period amounted to £261,000 (£158,844).

The major disappointment continues to be a further decline in UK demand for the ductile iron pipes provided by RDV Engineering.

However, the directors have decided to withdraw from this activity and concentrate on Richards Foundries and the several rare businesses which comprise the Richards Structural Steel Company.

Shareholders are told that all these are judged to offer profitable opportunities in the present economic climate.

The current year has started better, especially in the engineering and structural activities. The foundry results are not yet

on target but are beginning to recover.

Management accounts for the first quarter confirm the problem. After allowing for bank interest, the group is now back in profit and borrowings have been reduced.

With higher order book the directors expect the improvement to be maintained.

For the past year bank interest charges accounted for £81,000 (£50,312). Provisions for anticipated closure costs of £23,397, stock provisions of £139,309 and redundancies of £43,879 (£40,133).

A tax credit this time of £43,000 (£113,133) and extraordinary credits last time of £71,000 left the loss for the year at £15.584, against a previous £13.645.

Loss per 25p share emerged at 20.8p (4.2p). Dividends for 1983 totalled 2p net and absorbed £40,000.

Tipping on part of the group's 16.6-acre "edge-of-town" site is now complete and subject to planning consent the future development potential of the land is under consideration.

IN BRIEF

Grampian Television, programme contractor for North Scotland, saw its profits before tax rise from £1.1m to £1.4m in 1984. The interim dividend is 1.6p (1.5p). Stated net earnings per share amounted to 3.5p (3.8p), after tax of £653,000 (£552,000).

From turnover ahead by almost £1m to £14.9m, hosiery and knitwear maker Towles has lifted its profit before tax by £246,000 to £580,000 for the year ended February 28, 1985. The dividend is pushed up from 2.4p to 2.9p.

The profit was struck after distribution costs of £239,000 (£230,000) and administration expenses of £44,000 (£41,600). After the proposed year-end 1984 profit of £205,000 (£183,000), the net profit is £372,000 (£268,000) for earnings of 15.06p (11.5p) per share.

Edinburgh Oil & Gas, a USM stock, incurred doubled net losses of £2.65m, against £1.02m in 1984 on turnover ahead of £606,827 compared with £255,904.

The final dividend is held at 0.15p per share. The total per share was stated at 19.55p (10.43p).

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Assam-Dooars Holdings, an investment holding concern, more than doubled pre-tax profits in 1984 from £181,504 to £400,665 and has lifted the single final dividend by 50 per cent to 8p. Earnings per 100 share climbed from 6.27p to 31.2p.

Edinburgh Oil & Gas, a USM stock, incurred doubled net losses of £2.65m, against £1.02m in 1984 on turnover ahead of £606,827 compared with £255,904.

The final dividend is unchanged at 2.315p, making 3.733p (3.565p). Earnings per share were 7.5p (8.3p), after tax of £263,000 (£272,000).

Wingate Property Investments, a USM stock, experienced a fall from £737,000 to £500,000 in pre-tax profits for 1984. Turnover was higher at £2.17m, against £1.96m.

The dividend total is being raised to 1.7p (1.5p) by a higher final payment of 1.2p (1.0p) per share, up to 1.7p (1.5p) after a tax credit of 4.03p (3.79p) after a tax credit of £45,000 (charge £244,000)—there was also an extraordinary credit of £739,000 (debit £5,000) which boosted attributable profits to £1.31m (£494,000).

Wingate is engaged in property investment and development.

Pre-tax profits improved from £1.64m to £1.7m at Samuel Brothers for the half year to end March 31 1985.

In the half year ended March 31 1985 net taxed revenue advanced from £2.46m to £2.55m, and earnings were 2.88p (2.47p).

U.S. \$125,000,000



FLOATING RATE DEBENTURES, SERIES 6, DUE 1991

(Subordinated to deposits and other liabilities)

For the six months

30th April, 1985 to 31st October, 1985

In accordance with the provisions of the Debenture, notice is hereby given that the rate of interest has been fixed at 9% per cent and that the interest payable on the relevant interest payment date, 31st October, 1985, against Coupon No. B will be U.S.\$466.39.

Morgan Guaranty Trust Company

London

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TRADE FINANCIERS

Boddingtons buys wholesaler

MANCHESTER-based Boddingtons Brewery is to acquire a majority shareholding in Ogden Wade, the North West wholesaler of beers, wines, spirits and minerals.

The proposed deal forms part of the brewer's strategy to strengthen sales in the important take-home sector of the drinks market.

Mr Ewart Boddington, chairman of Boddingtons said: "The market is changing. Our company is very dependent on beer,

particularly in the pub trade. We must move with the market and we saw Ogden Wade as a company with expertise in selling to both the free trade and the off-licence trade."

The two companies have had a trading relationship for six years with Ogden Wade being one of the main distributors of Boddingtons' beers in the take-home market.

Boddingtons, which has enjoyed near cult status for its draught cask-conditioned

SUN ALLIANCE INSURANCE GROUP



Comments by the Chairman - Lord Aldington

Summary of Results — 1984

	Suu and Phoenix 1984	Alliance 1983
Premium income	1,606.7	884.8
General insurance	505.1	294.3
Long-term insurance	2,111.8	1,179.1
General insurance underwriting loss	(198.7)	(67.4)
Long-term insurance profits	18.4	8.5
Investment and other income	227.9	132.3
Group profit before taxation	47.6	73.4
Taxation	4.1	26.3
Group profit after taxation	43.5	47.1
Minority interests	6.5	1.1
Group net profit for year	37.0	46.0
Adjustment to exclude net loss incurred by Phoenix prior to acquisition	4.0	—
Profit attributable to Shareholders	41.0	46.0
Dividend	30.6	27.6
Profit Retained	10.4	18.4
Earnings per Share	20.8p	23.3p
Dividend per Share	15.5p	14.0p

This is the fourteenth and last occasion on which I shall be reporting to you on the affairs of the Sun Alliance Group. 1984 was an exceptionally eventful year. It brought for us an appalling underwriting losses, the consequence of the almost world-wide state of extreme adversity that afflicts general insurance business; it provided further proof of the importance and value of the strong financial position of our Group, which has been steadily built up over many years; and thirdly, the year 1984 gave us just the opportunity for expansion for which we had hoped.

Our inherent financial strength and very high solvency margin enabled us to respond positively and decisively when the Directors of the Phoenix Assurance Company invited us in June last to consider acquiring that Office; and our immediate response and ability to finance a cash bid made it possible to negotiate reasonable and satisfactory terms.

We have no doubt at all that bringing together the Sun Alliance and the Phoenix holds great promise for the future. In many desirable ways our businesses complement or reinforce each other. I am happy to report that integrating our operations has been proceeding apace in a notably harmonious and constructive atmosphere — a testimony to the high quality of leadership and of understanding at all levels both in the Phoenix and in Sun Alliance.

In several countries the Phoenix has operated on a merged basis with other insurance companies and we have recently agreed terms to acquire the minority interests of their partners in Australia and South Africa. There will, of course, be attendant costs and strains in the short term, not least upon our staffs; and we might well

Financial Times Tuesday April 30 1985

Menzies' purchases ahead as profits climb to £17m

MARGINS IMPROVED by 0.5 per cent in 3.4 per cent at John Menzies in the 1984-85 year, and lifted the taxable output by nearly 30 per cent to £17.1m, in line with market expectations.

The group also served notice of its readiness to expand its mainstream activities with acquisitions.

A final recommended dividend of 2.25p per share from means a total of 3.375p, a rise of 12.5 per cent. The shares put up 7p yesterday to close at 257p.

Mr John Menzies, the chairman of this Scotland based newsagent and bookshop group, calls the result for the 52-week period to February 1985 an "excellent performance" compared with the £13.2m for the comparable 53 week year, and says that all areas contributed to the increase.

He adds that the current trading year has got off to a good start and he has high hopes of another satisfactory increase in profits.

The chairman also says that the cash proceeds from the sale during the year of Lonsdale Technical, and John Menzies (Leasing), together with the reduction in lease finance, have created a strong balance sheet available for expansion in the mainstream distribution business. "A number of propositions are being actively considered," he says.

Over the past five years investment through capital expenditure in acquisitions of small businesses has amounted to more than £26m. The most recent area of expansion was the introduction of financial services counters in two of the group's

Scottish stores. Turnover increased from £461.2m to £505.3m from which net operating costs, including interest, put up £2m (£2.2m) took £483.2m (£505.3m).

The company decided during the year to concentrate its resources in the distributive area, where it considers its corporate knowledge and skills reside, as opposed to services. This was the rationale for the division of the two offshoots, of which the trading proposition sold at a loss. This, however, was less than the charge required to cover for the full impact of the 1984 Finance Act on leasing activities.

An extraordinary debit of 50p (£3.2m) represents the net charge for the year on two items. The tax bill for the year totalled £7.8m (£4m), including a provision for deferred tax unchanged at 30.0m. Earnings are stated at 16.1p per share against 15.6p.

From attributable profits of 47m against 23.8m the dividend on the ordinary shares will account for £1.8m, an increase of 50.3m.

Comment

John Menzies has been one of the winners in Fleet Street's multi-million-pound bingo games. The wholesale division, accounting for 40 per cent of group profits, well ahead last year on the back of strong newspaper sales. This year has begun well but the improvement is expected to peter out later since falling newspaper costs make cover price increases less likely than last year. Menzies' retail division, however, should maintain its healthy rate of progress, as gains

achieved by tighter cost control and steady store expansion continue to come through. Menzies' newly-expanded operations in library supplies and stationery wholesaling are also in good shape. The shares, up 15p to 251p, are keeping pace with events at the company, having risen by more than 30 per cent since the beginning of the year.

Assuming pre-tax profit of 19.5p, and a 41 per cent tax charge, they trade on a multiple of over 13. This seems high since Menzies is in line of a retailer rather than others in the sector, including W. H. Smith.

William Bouton

In view of the reorganisation being undertaken by the William Bouton Group of engineers and founders, the directors feel it is "clearly impossible to give an accurate forecast of the likely results for the current year."

For the first six months to December 31, 1984 the group was still in loss, incurring a pre-tax loss of £2.2m (£2.1m) and a loss of £4.75m, after exceptional costs of £2.6m (£2.11m) and interest £288,000 (£260,000). Again the dividend on the 5.95p per cent redeemable cumulative preference shares is being passed.

Mr John Briggs, the chairman, says that some companies in the group are currently trading at a more profitable level.

He has already said that positive actions are needed urgently to get the group back to profit.

MINING NEWS

Amax incurs loss in first quarter

BY KENNETH MARSTON, MINING EDITOR

A NET loss of \$35.3m (£28.8m), equal to 99 cents per share, is reported for the first quarter of 1985. All told, Amax's US diversified mineral resources group, it compares with net earnings of \$8.2m in the first quarter of 1984.

However, a less sombre picture emerges when the latest quarterly loss is compared with that of the final quarter of 1984 which amounted to \$53m before year write-downs of \$206m. First quarter pre-tax earnings of \$21.5m were improved by \$20m from \$3m in the previous three months.

This does not alter the fact that Amax continues to suffer from low prices for its base metals and agricultural chemicals.

Compared with a year ago, the past quarter's sales amounted to \$47.4m against \$64.6m. A fall in sales in the first quarter was offset by increased sales of agricultural chemicals, petroleum and iron ore, partially offset by increased sales of molybdenum.

Noranda optimistic despite accelerating losses

Noranda Mines, Canada's major natural resources group, made a first quarter loss of C\$9.9m (£5.8m), or 15 cents per share, compared with a restated profit of C\$0.4m (£0.2m) and a loss of C\$3.4m in the final quarter of 1984.

He pointed out, however, that only a closure of productive capacity would bring about a recovery in aluminium prices while timber operations continued to be affected by oversupply and foreign competition.

Noranda is to make a share offer for the rest of its 68 per cent-owned Fraser forest products subsidiary. Mr Powis said that the offer would be more than C\$17 per share.

He added that the acquisition would allow Noranda to combine the re-opening of its important U.S. aluminum operations with Fraser, which is profitable, with the result that Fraser's income would not be taxable.

Newmont declines

NET INCOME of the U.S. Newmont Mining—in which London's Consolidated Gold Fields has an interest of some 26 per cent—fell to \$3.1m (£2.6m) in the first quarter of 1985. This compares with \$17.35m in the final quarter of 1984 and \$10m in the first three months of that year.

Compared with the first quarter of last year, pre-tax income in the latest period from the gold interests fell to \$8.3m from \$8.8m, in line with lower

Afro-West raising £2.5m

THE SMALL Australian exploration company, Afro-West Mining, plans a public offering of shares to raise £25m (£24.6m). The aim is to fund a further two years of exploration on its diamond prospects close to the big Argyle Diamond Mines joint venture owned by CRA and Ashton Mining in Western Australia's Kimberley region.

Afro-West had come to prominence in 1981 when it disputed the mining rights of the Argyle capital.

The dividend for the year is held at 0.05p net, from a loss per share of 1.11p (29.35p).

By the end of the first half the company had incurred a loss of £105,000, and the directors say the improving trend has been

borne out by internal reports for the first three months of 1985, which are encouraging.

The 1984 net attributable loss, however, has increased from £280,000 to £367,000, as a result of a tax charge this time of £368,000 (credit £184,000) and a drop to £221,000 (£395,000) in extraordinary credits—profits on sale of surplus properties. Minorities take £167,000.

Smaller Companies

Net asset value per 25p share, deducting prior charges at market value, came to 90.75p, against 77p at the Smaller Companies Information Trust for the year to the end of March 1985. The directors say they intend to pursue the sole objective of capital appreciation.

Net income came to £710,229 compared with £580,042 and earnings per share were shown as 1.77p (1.44p). A final dividend of 1.2p (1.08p adjusted for a one-for-one bonus issue totalling 1.55p (1.35p adjusted)). The directors say that a dividend of not less than 1.2p will be paid for the current year.

BOARD MEETINGS

TODAY

Interavia—Consort. North Atlantic Securities, Windsor Securities, Interavia—Alcatel, British Arrow, Charter Consolidated, Femal Electronics, J. G. Frost, Hartsons, William Jacks, UK Bassett, P. J. Keay, K. L. Kell, Robert Adair, Ropner, Rush and Tompkins, Termac.	May 21
Civis Discount	May 2
GR (Holdings)	May 2
Type Teds Television	May 7
Wetherby and Dunby	May 7
Brewer	May 23
Fins	May 23
Civis Discount	May 7
Lev Cooper	May 7
Lyo Shipping	May 7
Marks and Spencer	May 7
Phoenix (London)	May 7
Richardson Westgarth	May 7

FUTURE DATES

Intertech	May 21
Aspinwall Holdings	May 23
Centra	May 23
GR (Holdings)	May 2
Type Teds Television	May 7
Wetherby and Dunby	May 7
Brewer	May 23
Fins	May 23
Civis Discount	May 7
Lev Cooper	May 7
Lyo Shipping	May 7
Marks and Spencer	May 7
Phoenix (London)	May 7
Richardson Westgarth	May 7

LABDROKE INDEX

566-970 (+40)
Based on FT Index
Tel: 01-427 4411
9 p.m. Closing 29/4/85

Cobra Emerald Mines Limited

(Incorporated under the laws of Canada with limited liability)

("COBRA")

1. Proposed Acquisition of a controlling interest in Springs Dagga Gold Mines Limited (Incorporated in the Republic of South Africa with limited liability) ("Springs Dagga")

1.1 Shareholders are referred to the announcement of 30 August 1984 which advised *Inter Alfa* of—

1.1.1 The appointment of Golden Dumps (Proprietary) Limited ("Golden Dumps") as Cobra's technical mining and marketing manager;

1.1.2 The grant by Royex Gold Mining Corporation Limited of Canada (Cobra's then controlling company) of an option to Mr L C Pouroulis and Mercabank Limited to acquire Cobra's shares from Royex Gold Mining Corporation Limited;

1.1.3 The appointment of Mr L C Pouroulis to Cobra's Board of Directors.

1.2 Springs Dagga is presently wholly owned by—

Egoli Consolidated Mines Limited ("Egoli"), and

1.2.2 Mariner Mining Corporation Limited, a subsidiary of Egoli,

which are collectively termed "The Egoli Group" in this announcement.

1.3 Springs Dagga beneficially owns the mining title to precious metals situated between 3 operating gold mines, Groenvlei Proprietary Mines Limited, Marievale Consolidated Mines Limited and Consolidated Middelfontein Mines Limited. This complex lies between the towns of Springs, Benoni and Brakpan at the East end of the Witwatersrand Gold Field in the Transvaal Province of the Republic of South Africa. The mining titles beneficially held form part of an old established mining area which was previously partially worked by East Daggafontein Mines Limited, Daggafontein Mines Limited, Springs Mines Limited and West Springs Limited.

1.4 A contract was concluded at 8 p.m. South African time on Friday, 26 April 1985 for the acquisition by Cobra of a 61 per cent interest in Springs Dagga from the Egoli Group.

2. Salient Terms of the Acquisition Contract

The Acquisition Contract is subject to—

2.1.1 The approval of Cobra's shareholders in General Meeting;

2.1.2 The successful completion of a rights issue in Cobra, and

2.1.3 Such approvals as may be requisite from Egoli's shareholders.

2.2 Cobra is to subscribe for 61 per cent of Springs Dagga's issued capital for an aggregate subscription price of S.A. Rand 41 million.

Golden Dumps is to—

2.3.1 Subscribe for 5 per cent of Springs Dagga's issued capital for an aggregate subscription price of S.A. Rand 10,000, and

2.3.2 Undertake full technical and mining management responsibility for the re-opening, re-equipping and the conduct of a gold mine on Springs Dagga's mining title.

2.4 The share subscription proceeds will be applied by Springs Dagga in—

2.4.1 Repaying the indebtedness of Springs Dagga to Egoli in an amount of S.A. Rand 6,120,000, as to S.A. Rand 4 million on completion of the transaction and the balance after 24 months free of interest, and

2.4.2 Financing the re-opening and re-equipping of the Springs Dagga mine.

2.5 Egoli and its technical manager, Investment and Technical Management Limited, will be entitled to representation on the reconstituted Springs Dagga Board of Directors.

2.6 A stated objective is the listing of Springs Dagga on the Johannesburg Stock Exchange and, possibly, on the Stock Exchange, London. In achieving this Cobra will not be required to reduce its shareholding in Springs Dagga below 51 per cent.

3. Effect of the Transaction on Cobra

3.1 Cobra's present market capitalisation is approximately Pnds 12 million. The Springs Dagga transaction has a value of Pnds 7.7 million. The amount of the rights issue proposed to be held in Cobra is still to be determined but will be in excess of the transaction value.

3.2 The transaction will not effect control of Cobra. Mr L C Pouroulis has, however, indicated his intention to exercise the option granted by Royex Gold Mining Corporation Limited referred to in 1.1.2.

3.3 There will be no changes in the directors, officers or management of Cobra consequent upon conclusion of the contract.

4. Extraordinary General Meeting

4.1 A circular will be posted to shareholders as soon as possible setting out full particulars of—

The Springs Dagga transaction, and

A proposed Cobra rights issue.

4.2 And convening an Extraordinary General Meeting of Cobra's shareholders.

It is proposed that the Extraordinary General Meeting be held immediately after the Annual General Meeting of Cobra for the purpose of obtaining shareholders' approval to the transaction and the proposed rights issue.

5. Suspension of Trading in Cobra Shares

TECHNOLOGY

Alan Cane assesses the market in the light of Japanese experience

Robots' slow march on Europe

ASSEMBLY REMAINS the manufacturing operation least amenable to automation.

But in Japan, where latest estimates suggest there could be as many as 16,000 robots in action, as many as 10,000 are likely to be involved in assembly operations, carrying out tasks like inserting plastic trim retainer clips in car doors or placing semiconductors on printed circuit boards.

The statistics are impressive. In one company which manufactures different types of electric fan, assembly is carried out by 17 robots.

Retooling time is only three minutes compared with 40 using traditional assembly methods and the workforce for this operation has been reduced from 64 to five.

Robot assembly lines are still comparatively rare in Europe and the U.S. However, a new report, *Light Assembly Robots in Europe* (\$1,900 from the New York based consultancy Frost and Sullivan) notes: "When one considers the sophistication of numerically controlled tools, injection-moulding machines and computer aided design and manufacture, then the sight of long assembly lines manned by—across Europe—hundreds of thousands of people doing simple repetitive tasks seems quite archaic."

It adds however: "Assembly robots are very new. Before 1979-1980, only Olivetti was commercially available on the market. Since then, the number of companies supplying this market has grown considerably with over 30 in Europe. The market itself is still very small."



A Daiichi-Sykes PT 600 robot picking up a valve seat to insert into a Jaguar AJ6 cylinder head

Frost and Sullivan estimates that in 1983 there were 722 assembly robots in use in Europe, and about 70 per cent of those were being used by the automotive industry, traditionally the leader in automated manufacturing.

It expects a growth rate of

about 35 per cent a year to the end of the decade giving a total figure of 6,180 robots in 1990.

Half of those will still be in the car industry, the rest will be spread through electronics and the domestic appliance industries.

Washing machines and cook-

ers, power tools and electric saws are the kinds of products which could be assembled by robots.

The market leaders in the supply of assembly robots to Europe are the Digital Electronics Automation Company (DEA), Turin, Italy, manufacturer of the Pragma A3000, and Unimation of the U.S. Between them, these two companies supply about half the European market. The Pragma A3000 is generally recognised as the leading assembly robot in Europe.

The leading user of robots in Europe is West Germany which is expected by 1990 to account for more than 45 per cent of the European market.

Italy and France come next, followed by the UK. Sweden uses comparatively few assembly robots which is surprising because of its strength in automated manufacturing.

Until late 1984, however, its main robot manufacturer Asca had not built a robot specifically for assembly. This has been remedied with the launch of the IRB 1000, part of its fast assembly station concept.

In the UK, Unimation has about 45 per cent of the market predicted by Fairley to 20 to 30 per cent. Frost and Sullivan predict that IBM will take up increasing share of the UK market.

These companies are up against the sheer marketing weight of IBM, its very powerful software and the fact that many companies have IBM computers.

It is worth remembering that robots need powerful computers to operate effectively.

IBM's comment is that robots are, in essence, computers with arms."

There is, however, another sector whose views and problems have received little attention in this timely debate—education. The copyright issues in education provide a model for analysis, affecting everyone.

This was reflected in the wide ranging delegate list at a recent conference two weeks ago, organised by the British Universities Film and Video Council under the title: The Future of Film and Video Distribution in Education.

At the centre of issues

School test for Green Paper on recording copyright

A GREAT flurry of activity will be evident today in many offices of British film, video and TV organisations. Today is the deadline for responses to the Government's Green Paper on the recording and rental of audio and video copyright material.

The market leaders in the supply of assembly robots to Europe are the Digital Electronics Automation Company (DEA), Turin, Italy, manufacturer of the Pragma A3000, and Unimation of the U.S. Between them, these two companies supply about half the European market. The Pragma A3000 is generally recognised as the leading assembly robot in Europe.

The leading user of robots in Europe is West Germany which is expected by 1990 to account for more than 45 per cent of the European market.

Italy and France come next, followed by the UK. Sweden uses comparatively few assembly robots which is surprising because of its strength in automated manufacturing.

Until late 1984, however, its main robot manufacturer Asca had not built a robot specifically for assembly. This has been remedied with the launch of the IRB 1000, part of its fast assembly station concept.

In the UK, Unimation has about 45 per cent of the market predicted by Fairley to 20 to 30 per cent. Frost and Sullivan predict that IBM will take up increasing share of the UK market.

These companies are up against the sheer marketing weight of IBM, its very powerful software and the fact that many companies have IBM computers.

It is worth remembering that robots need powerful computers to operate effectively.

IBM's comment is that robots are, in essence, computers with arms."

There is, however, another

sector whose views and problems have received little attention in this timely debate—education. The copyright issues in education provide a model for analysis, affecting everyone.

This was reflected in the wide ranging delegate list at a recent conference two weeks ago, organised by the British Universities Film and Video Council under the title: The Future of Film and Video Distribution in Education.

That the future should be called into question at all is a sign of the traumatic changes that electronics have brought to the established order of things. In the comfortable days, teachers used film strips, which arrived by post. A small but dedicated industry was built up to service these users—film production companies specialising in educational material, and distributors who spent most of their days absorbing school curricula and talking to teachers.

Three things have happened to change all that:

The copyright difficulty for educational users has been partially solved by making licences available. The ITV companies, Channel Four, BBC and the Open University all have licence schemes whereby educational authorities and institutions may pay an annual fee which allows them to record certain programmes rather than TV schedules.

The lower duplicating cost of pre-recorded videocassettes—perhaps less than £10 for an educational programme against nearly £100 on 16mm film—has

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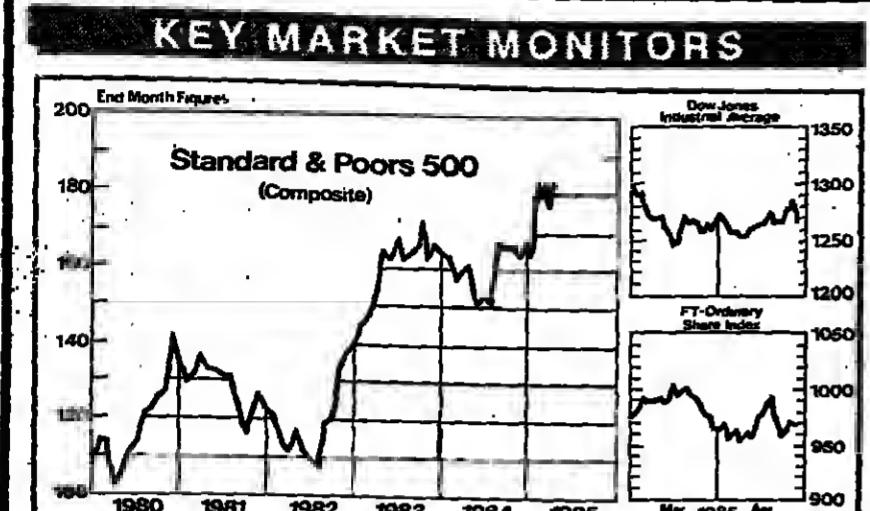
SECTION III - INTERNATIONAL MARKETS

FINANCIAL TIMES

Tuesday April 30 1985

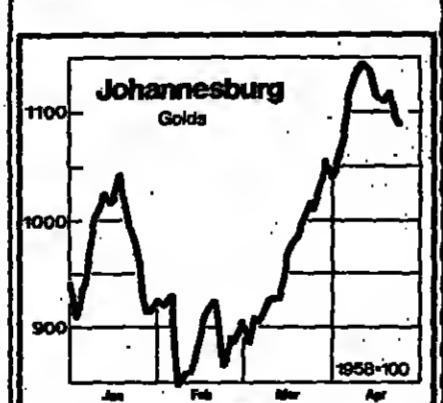
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Record month ahead
for D-Mark
Eurobonds, Page 40

Lotus in
PC link
with lots



STOCK MARKET INDICES			
NEW YORK	Apr 25	Previous	Year ago
DJ Industrials	1,284.24	1,275.18	1,169.07
DJ Transport	578.72	585.25	497.74
DJ Utilities	154.39	154.75	125.38
S&P Composite	181.21	182.18	160.43
LONDON			
FT Ord	988.5	970.9	910.1
FT-SE 100	1,292.9	1,295.3	1,128.2
FT-A All-share	822.24	823.22	534.84
FT-A 500	683.19	684.83	582.43
FT Gold mines	508.8	521.2	576.6
FT-A Long gilt	10.57	10.80	10.34
TOKYO			
Nikkei-Dow	closed 12,465.92	10,981.6	
Tokyo SE	closed 969.66	881.11	
AUSTRALIA			
All Ord.	868.7	874.1	753.8
Metals & Mins.	561.8	573.7	534.1
AUSTRIA			
Credit Aktien	79.73	79.05	55.24
BELGIUM			
Belgian SE	2,223.83	2,228.67	-
CANADA			
Toronto			
Metals & Mins.	2,038.5	2,036.9	2,114.0
Composite	2,654.5	2,657.7	2,329.2
Montreal	130.99	131.12	112.42
DENMARK			
Copenhagen SE	187.70	192.15	200.75
FRANCE			
CAC Gen.	216.4	215.5	177.2
Ind. Tendance	147.5	147.6	93.2
WEST GERMANY			
FAZ-Aktion	422.51	425.05	353.2
Commerzbank	1,230.1	1,235.7	1,032.8
HONG KONG			
Hang Seng	1,497.37	1,506.49	1,054.3
ITALY			
Banca Comit.	278.38	278.76	216.16
NETHERLANDS			
ANP-CBS Gen	210.5	211.0	160.4
ANP-CBS Ind	168.9	165.4	127.9
NORWAY			
Oslo SE	326.05	324.25	286.44
SINGAPORE			
Straits Times	795.53	796.65	986.12
SOUTH AFRICA			
JSE Golds	-	886.2	981.5
JSE Industrials	-	1,076.4	988.1
SPAIN			
Madrid SE	106.72	106.73	82.77
SWEDEN			
J & P	1,445.05	1,449.45	1,510.15
SWITZERLAND			
Swiss Bank Ind	424.5	423.9	378.1
WORLD			
Capital Int'l	202.8	203.7	188.6

GOLD (per ounce)			
London	Apr 25	Prev	
Zurich	\$323.50	\$321.80	
Paris (fixing)	\$322.25	\$323.25	
Luxembourg	\$322.34	\$322.51	
New York (June)	\$323.25	\$323.00	
	\$327.10*	\$325.20	
*Latest available figure			
COMMODITIES			
(London)	Apr 25	Prev	
Silver (spot fixing)	507.90p	500.85p	
Copper (cash)	£1,253.00	£1,262.00	
Coffee (May)	£2,117.00	£2,126.00	
Oil (spot Arabian light)	£27.35	£27.35	



WALL STREET

Difference of opinion on outlook

A FRESH setback in the bond market thwarted hopes of any further advance by Wall Street stocks yesterday in the wake of last week's peaks in the Standard & Poors 500 and NYSE composite indices, writes Terry Byland in New York.

At 3pm the Dow Jones industrial average was down 10.94 at 1,284.24.

Today brings two important hurdles for the New York markets, in the form of the expected announcement of a massive \$20.5bn refunding programme from the U.S. Treasury, and the disclosure of the Commerce Department's leading economic indicators for last month.

Bond prices sagged by half a point or so ahead of the Treasury announcement.

Some analysts think that the economic indicators will show a further rise, for the third consecutive month, and thus reduce chances of an easing in Federal Reserve policies. Others, however, believe that the Fed is deeply concerned about the economy and will try to bring rates down, including its own discount rate.

In the stock market, the blue chips which have been held back by weakness in the credit markets, a lacklustre trend in corporate results and a shortage of institutional cash in the market, again found it hard to make headway.

However, the oil sector strengthened after Atlantic Richfield (Arco) announced a major restructuring which sparked hopes of similar moves by other oil majors.

Arco bounded 53/4 ahead to \$58.6 in heavy trading in response to the board's announcement, which included a higher dividend payment and a \$4bn stock repurchase programme.

Wall Street regards Arco's move to restructure assets to the benefit of stockholders as a response to investors' dissatisfaction with the flood of predatory bid thrusts at the oil industry. Hopes of similar measures elsewhere saw Mobil rise 5% to \$31.4, Amerada Hess by 5% to \$31.1, and Chevron by 3 1/2% to \$36.6.

Among the strongest oil stocks was Standard Oil of Ohio, controlled by BP, the UK group at \$49.50, Sohio put on 1% while Standard Indiana gained 3 1/2% to \$55.6.

IBM shed 5 1/4 to \$126.6 and similar losses were recorded elsewhere among the technology issues. Digital Equipment, still affected by the recent profits statement, lost a further 1 1/4 to \$100.4.

In the motor sector, Chrysler was again a dull feature with a 5 1/4 fall to \$34.9. American Motors rallied 5 1/4 to \$31.4 after apparently solving workforce problems at its Toledo plant. General Motors shed 5 1/4 to \$88 and Ford 5 1/4 to \$41.7.

The session's batch of corporate results brought a fall of 5% to 54% in Xerox. The company had been hit by a wave of unrest and work stoppages.

Unocal edged up 5 1/4 to \$48.3 as Wall Street awaited a court decision on whether Mr T. Boone Pickens' group can legally tender its stake in Unocal's \$3.6bn offer to buy back 29 per cent of its own stock. Crown Zellerbach rallied 5 1/4 to \$41.4 on a planned share buyback.

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Airline issues had a weak session.

United dipped by 5 1/4 to \$41.1 and American, a major rival on the domestic routes, shed 5 1/4 to \$40.4. Pan American which is selling its Pacific operations to United, was 5 1/4 down at \$55.4.

Retail issues weakened on reports that trading remains highly competitive.

Sears shed 5 1/4 to \$33.4 and American Stores, at \$52.4, gave up 5 1/4. On the American Stock Exchange, EATC, the UK tobacco and retail group which owns

Saks Fifth Avenue and Gimbel's, both in New York, eased 5 1/4 to \$42.4.

Renewed fears about legal responsibilities upset other tobacco shares. R.J. Reynolds fell 5 1/4 to \$82.4 while Philip Morris shed 5 1/4 to \$80.4.

In the credit markets, the split in opinion over policies of the Fed remained, and traders reacted cautiously to a rise in Federal funds to 8 1/4 per cent, at which level the Fed announced three day system repurchases.

LONDON

Stronger £ gives some comfort

THE neutral stance taken by leading London equities over the past two weeks followed through into the first session of the new trading account yesterday.

The only sector to attract any worthwhile interest was government stocks.

Domestic and overseas operators were encouraged by sterling's marked recovery from an initially lower rate against the dollar and the ensuing demand for gilt tests tested the authorities for stock. But later, the tone softened and longer-dated stocks moved away from the highest levels.

The FT Ordinary share index closed a 24 lower at 986.5.

Chief price changes, Page 32; Details, Page 33; Share information service, Pages 34-35

HONG KONG

LATE selling in Hong Kong took prices lower as the market entered a period of consolidation.

The Hang Seng index slipped below the 1,500 level for the first time in a week, shedding 9.12 to 1,497.37.

Jardine Matheson dropped 30 cents to HK\$11.70 as takeover rumours continued. Hongkong Wharf was 10 cents lower at HK\$6.25 amid speculation about a restructuring of the group's property interests.

Speculative buying assisted utilities in moving higher against the trend. The upward move was led by Hongkong Electric, up 5 cents at HK\$7.65, and Hongkong Telephone, HK\$1 ahead at HK\$7.7.

SINGAPORE

A LETHARGIC mood overcame Singapore with some investors electing to sell stock to end the losses they had already sustained. The Straits Times Industrial index drifted 1.12 lower to 795.53.

In the motor sector, Chrysler was again a dull feature with a 5 1/4 fall to \$34.9. American Motors rallied 5 1/4 to \$31.4 after apparently solving workforce problems at its Toledo plant. General Motors shed 5 1/4 to \$88 and Ford 5 1/4 to \$41.7.

In the banking sector, ABN fell F1.3 to F1 229.50 and Amro was F1 22.0 lower at F1 74.60, ex its F1 2.20 final dividend. Brewer Heineken lost F1 2.90 to F1 153.40 ex its F1 2 final dividend.

Bond prices were steady to marginally higher, in slow trading.

A mainly lower trend emerged in Brussels in quiet trading. Among exceptions, wire maker Bekarta, up FFr 180 at FFr 5,710, and retailer Delhaize, FFr 100 ahead at FFr 8,000, extended Friday's gains helped by their strong earnings performances in 1984.

Among holding companies, Societe Generale de Belgique lost FFr 25 to FFr 1,585 and Sofina shed FFr 60 to FFr 7,150.

Paris was mixed to marginally higher, gaining support from hopes of lower interest rates.

Zurich derived benefit from recent earnings reports of major companies and expectations of more positive results to come.

Ciba Geigy continued to find favour among institutions, impressed by the company's strong results, adding SwFr 65 to SwFr 3,075.

The financial sector was also higher with Swiss Bank up SwFr

Prices at 3pm, April 29

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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AMERICAN STOCK EXCHANGE COMPOSITE PRICES

Prices at 3pm, April 29

Continued on Page 30

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

WORLD VALUE OF THE DOLLAR

every Friday
in the
Financial Times

Financial Times Tuesday April 30 1985

Financial Times Tuesday April 30 1985

MARKET
Mark sec...
r record
el in May

U.S. Bank Bond Survey
April 29
High 1082
Low 1062

British and European governments
are taking stronger action to make life easier
for the small businessman

Growing awareness of sector's importance

By William Dawkins

THE CLIMATE for small businesses in Western Europe is changing for the better as the general wave of enthusiasm for the economic virtues of entrepreneurship begins to produce concrete results.

The improvement is proceeding slowly yet European governments are making actions to make the life of the small businessman easier. They evidently believe the sector has a valuable role to play in creating new jobs, especially in high technology and service industries.

There is an increasing realisation, too, that larger groups in traditional sectors such as engineering, steel or mining are likely to have relatively little to offer in the European battle against unemployment.

The small businessman's political star is rising under governments as diverse as France's Socialist administration (which has just added legislation to stimulate venture capital to its existing battery of support measures); West Germany's Centre-Right coalition (which recently announced measures to make it easier for small firms to tap the capital markets and, at the same time, made DM 500m (£130m) of public money available to assist small companies to undertake research and development); and Conservative Britain, where the Government is considering a number of radical proposals to cut the red tape believed to be hindering the growth of small businesses.

On the other side of the Atlantic, however, the small businessman has received less favourable treatment recently. President Ronald Reagan proposed in his Budget message earlier this year to end the

financial assistance offered by the U.S. Small Business Administration (SBA) and to hive off its advisory and political advocacy roles to the Commerce Department.

The proposals were only the opening shots in a long bargaining process about the SBA's future—and even small business lobbyists accept that the SBA was getting unwieldy and bureaucratic. The result, nevertheless, presents an ironic message for European Governments, many of which have been busy modelling their own small business initiatives on the example set by the SBA during its 32-year history.

More evidence of support

Meanwhile, the rapid growth of the Unlisted Securities Market (USM) in London—101 new issues last year as against 88 in 1983—and its equivalents in France, the Netherlands and elsewhere, has provided evidence that European investors are increasingly prepared to support small companies and perhaps more importantly for the future, that they can make handsome profits from backing such ventures.

The success of the USM has galvanised the UK private venture capital market by offering investors a relatively easy and quick route by which they can eventually sell their shares. No venture capitalist likes to buy an unquoted company unless he can see an "exit route" by which he can take his profits at some time in the future.

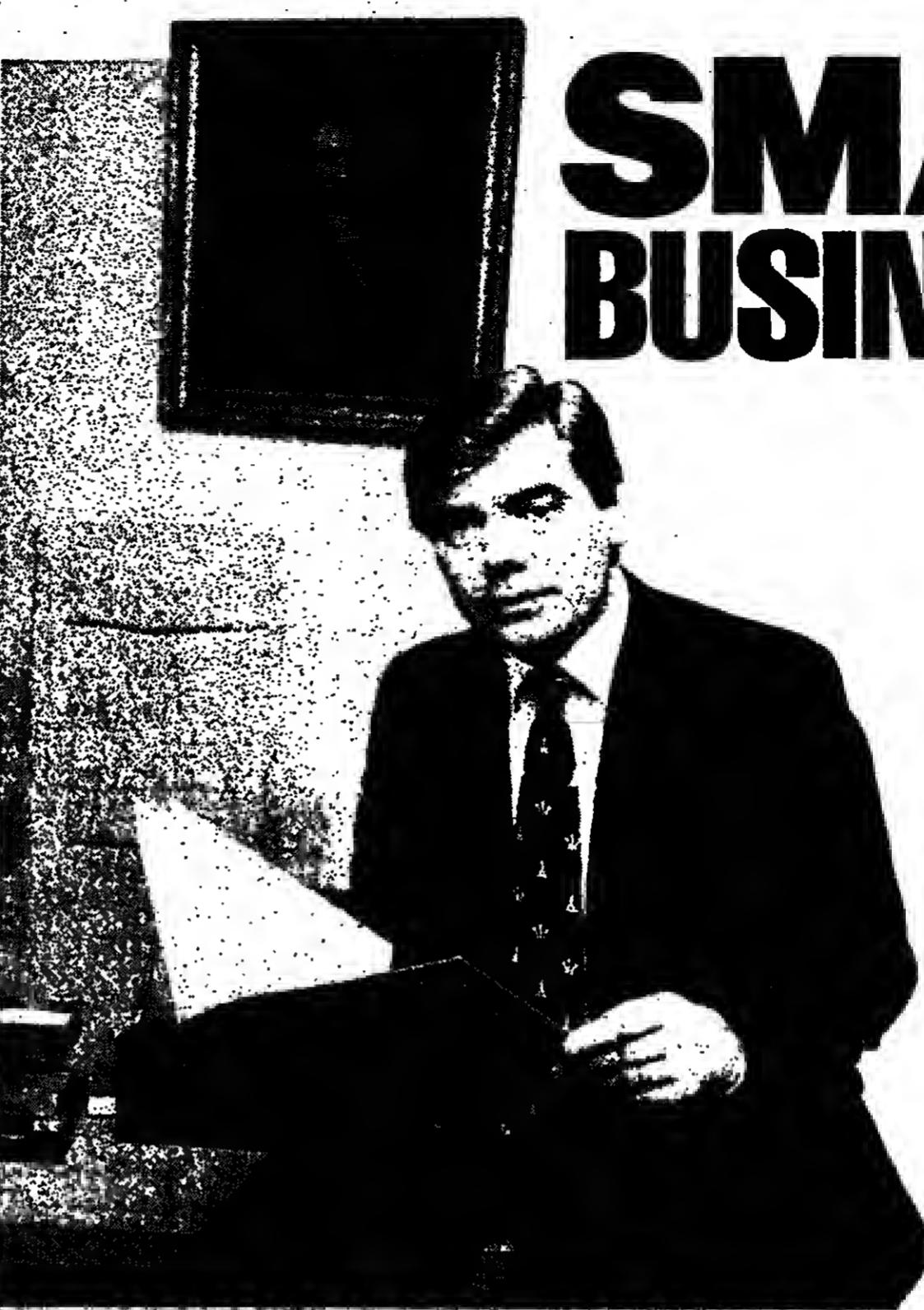
And the personal fortunes made by the directors of some USM companies have provided well-publicised examples for other British entrepreneurs to attempt to emulate. Well over

CONTINUED ON
NEXT PAGE

SECTION IV

FINANCIAL TIMES SURVEY

SMALL BUSINESSES



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● David Trippier (left), Britain's Small Firms Minister : seeking to cut red tape.

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SMALL BUSINESSES 2



In Britain, the key irritant for small businesses is the cost of coping with a myriad of regulations and the time loss involved for managers and staff.

Here and on page 4, FT writers examine UK Government policy and the issue of deregulation; also the impact of the Loan Guarantee Scheme, the Business Expansion Scheme and the changes introduced in the March budget.

The high cost of complying with red tape

RED TAPE now has its own official popularity chart among small businesses. The top 10 reads: VAT, employment protection, providing statistics, local authority planning, owner taxation, sick pay, PAYE, health and safety, building regulations, and environmental controls.

This was the order that emerged from research among a representative sample of small businesses for the Government's recent study of red tape. "Unpopularity points were scored when a manager faced red tape was mentioned."

In no single case did a majority of businesses label any particular regulation a burden: VAT was mentioned by 39 per cent of the sample and only the first four of the most unpopular burdens were mentioned by one in five or more.

This does not mean that red tape is a problem for only a minority of businesses. Many have adjusted to cope, accepting it as inevitable, but every business rated it with some degree of seriousness. In most cases, this was light when compared with other business problems but the average score for "seriousness" was nevertheless three out of 10.

A key irritant to businesses was the cost of complying with regulations. This might involve regulations like extra accounting systems or staff. In the case of VAT the most vociferous complainers put the cash expense at £19,414 over five years.

The loss of time involved was also telling: 127 days of the manager's time over five years and 75 days among subordinates. Managers felt they had to be on the alert, though not always on the ball, to meet the demands of the Department of Trade and Industry or Employment,

where there was an effect on employment, with 26 per cent of businesses claiming that between six and seven jobs had been either lost or not created during the last five years because of red tape.

The implications of this are startling if extrapolated to the 1.07m businesses with turnover under £100,000 a year that were registered for VAT in 1983. If an average of 6.5 jobs each were lost or not created among 26 per cent of them, the total comes to 1.815m jobs.

Against this must be set the fact that 5 per cent of businesses which are registered as average of four jobs gained because of the effect of government requirements. Applying this to businesses turning over under £100,000 in 1983 produces nearly 344,000 jobs gained—in other words a net loss of about 1.471m jobs.

This alone explains the urgency with which the Government is tackling the subtleties of deregulation and simplification of small business life. Lord Young, head of the Cabinet Office's Enterprise Unit, has taken a lead, though not because of lack of enthusiasm in the Departments of Trade and Industry or Employment,

where there is strong support for change; it rather acknowledges a need for supra-Whitehall clout in an area involving eight different departments including the Treasury.

Deregulation and simplification are not the same thing, though the whole issue has tended to be labelled as the former. Deregulation implies exemption of small businesses from certain aspects of the law.

Some things are likely to face

Burdens on business

IAN HAMILTON-FAZEY

In many cases, such as where employee or consumer protection is involved, this is likely to prove impossible or even undesirable.

If we removed the regulations for, say, guarding machinery and somehow lost a hand, all the Ministers involved would deserve to be sacked. Such things are not on politically.

Deregulation would also require legal changes and, while this is already in short supply,

Some things are likely to face

criticism by the European Community. For example, the VAT burden could be wiped out altogether for about 800,000 small businesses if the threshold of annual turnover for registration were raised to £50,000. But

the European Commission thinks that Britain's threshold of £19,700 is already too high, giving unfair advantages to people below the threshold who are thus freed from VAT's red tape.

There is an argument too that deregulation could have an unwanted effect at any threshold—whether based on numbers of employees or turnover. Businesses operating around the threshold might find themselves at a competitive disadvantage if they crept over it. This would inevitably lead to a loss in some areas and might create two classes of businesses.

Simplification offers quicker

and possibly more just solutions.

It is also likely to cause less

aggravation in Whitehall, where

the signs of interdepartmental

defensiveness are already

apparent—weeks of dithering

by interdepartmental scrutiny committees.

The report was only pub-

lished after Mr David Trippier,

the Small Firms Minister, had preannounced its findings personally to the Prime Minister and got

her support for action.

The main recommendations

could save a lot of time and

money and do much to make life

simpler.

Despite EEC problems, the

Government is to look at taking

more businesses out of the VAT

net. In any event, simplified

monthly payments are to be con-

sidered for the smallest busi-

nesses along with improvements

in bad debt relief.

The Government's forthcom-

ing Green Paper on income tax

will look at ways of simplifying

PAYE, possibly calculating tax

on a current, rather than cumu-

lative basis, so that PAYE and

National Insurance contribu-

tions can be worked out side by

side from the same deduction

sheet, with simpler annual re-

turns.

Legislates for general statutory

duties that would allow more

self-certification in such areas

as weights and measures, produc-

tion, safety and consumer pro-

tection.

The report was generally wel-

comed by small business pres-

sure groups. They are now

looking to Lord Young for

action.

garage at home, creating special "simplified planning zones," speeding up decisions, and making it easier to change the use of existing premises.

Building regulations would be rationalised and fire prevention requirements made more flexible in premises presenting minimum risk. Health and safety regulations would be generalised while maintaining protection.

Reduce time-wasting through groundless claims for unfair dismissal by making applicants to tribunals pay a forfeitable deposit.

Abolish statutory audit of shareholder-managed firms and reduce prescribed content of company accounts and balance sheets, with simpler annual re-

turns.

Legislate for general statutory duties that would allow more self-certification in such areas as weights and measures, produc-

tion, safety and consumer protection.

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Too expensive for small borrowers

Britain's Loan Guarantee Scheme

IAN HAMILTON-FAZEY

bankruptcies has not been revised.

Even lobbyists seem to have lost some of their earlier convictions and barring some sensational new evidence of success in a subsequent survey nobody will be greatly surprised if the scheme is quietly dropped come the next Government review.

Demand for the LGS has tailed off in the 12 months or since its terms were revised.

Initially designed to guarantee 90 per cent of approved bank loans up to £75,000 in return for a 3 per cent premium on the guaranteed amount paid by the borrower (on top of the bank's own interest rate margin), the scheme since last June has been restricted to just 70 per cent of the amount borrowed

with the premium raised to 5 per cent of the amount guaranteed.

The result has been not just more expensive (over a period in any case in which market interest rates have been moving upwards); the new conditions mean that the lender now carries a greater share of the penalty if things go wrong. It is not surprising that instead of an average 500 to 550 loans approved each month during the scheme's heyday in 1982 and 1983, the monthly tally so far this year has been in the 100-150 range.

Whereas total lending reached more than £450m by the time of last year's mid-summer review, it is only now crawling over the £500m mark.

Prospective borrowers under the Loan Guarantee Scheme are also required to meet new conditions introduced last year in an effort to cut down the failure rate. The reports on the LGS by the accountancy firm Robert Rhodes highlighted the often inept financial planning and financial monitoring carried out by some of the earlier scheme

borrowers and their advisers. In moves which have generally been applauded, applicants are now required to produce a proper business plan—following guidelines laid down by the Department of Trade and Industry and covering the usual areas such as history of company, description of products, markets, and management and to provide their bank manager with proper management accounts every three months.

The idea, of course, is that businesses will have a clearer idea of their aims when they set out and knowing their financial position on a quarterly basis should be in a better position to take remedial action if things go wrong.

Lenders and Government officials alike are equally determined that borrowers should in future show greater personal commitment to their projects. Banks have never been allowed to take personal assets as collateral for their loans but at the same time it is felt borrowers should be expected to carry a reasonable proportion of the risk—if they can afford it. It is still too early to tell whether the combination of tougher monitoring, better bank appraisal and greater personal financial involvement on the part of entrepreneurs will reduce what Mr David Trippier, the Small Firms Minister, has unambiguously called the "unacceptable" level of LGS failures.

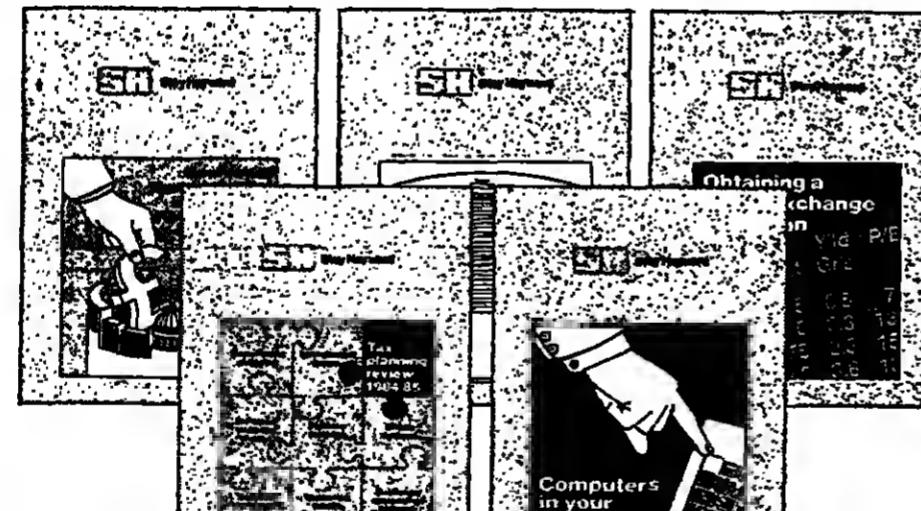
Raising the cost of the premium, of course, is an effective way of rationing the scheme—but critics fear this will put further pressure on fledgling companies' cash flow thereby hampering their chances of survival.

With the thrust of the Government's small firms policy, moving away from interventionist measures to more directly "supply side" initiatives such as cutting red tape and emphasising the value of monitoring and advice, these questions may ultimately prove academic.

The Reagan Administration plans to do away with its Small Business Administration sponsor of a widely studied loan guarantee scheme in the United States—has not gone unnoticed at Westminster and Whitehall.

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Lord Young (left), Minister without Portfolio, with special responsibility for job creation; and, right, Mr Norman Tebbit, the Employment Secretary: both striving to make life easier for Britain's small businesses—but can they succeed?

PRACTICAL TIPS ON BUSINESS MANAGEMENT

THE FINANCIAL TIMES has recently published a new booklet, *The How To of... Small Business*, a collection of articles by Ian Hamilton Fazeley first published on the Management Page between last September and February. Each article gives practical tips on small business management, covering such subjects as starting up, seeking for money, choosing advisers, marketing, management, accounts, sales and cash forecasting, pricing, credit control and exporting.

Single copies of *The How To of... Small Business* cost £3.75 but there are progressive discounts for bulk orders, when reprinting facilities may also be available. Copies or further details from Nicola Banham, Publicity Department, Financial Times, Bracken House, 10 Cannon Street, London EC4P 4BY.

CONTINUED FROM PREVIOUS PAGE

considered by Lord Young, Minister without Portfolio but with special responsibilities for job creation.

Small business lobbyists gave the report a warm reception, tinged with scepticism over whether it will produce any concrete results.

His appointment is an acknowledgement of the difficulties in achieving any progress in an area involving eight government departments, a mark of the Government's determination to take the lead in this debate over unemployment, seen as the crucial issue in the run-up to the next General Election.

Despite the burdens of red tape, government and private sector attempts to foster the growth of small businesses in Britain are making progress on a number of fronts. They include:

• Enterprise agencies. These advisory and training bodies, typically partnerships between private companies and local authorities, have grown in number from 23 four years ago to 234 by the beginning of this year. Their growth can be attributed to sheer need, the encouragement provided in the 1982 Finance Act, which allowed corporate sponsors to write off contributions against tax and a realisation by companies that their interests could be furthered by making direct contributions to local communities.

The most important donation to enterprise agencies comes in the form of experienced managers on loan, who are increasingly being seconded as part of their career development.

• Enterprise allowance scheme. Introduced nationwide in August 1983, the EAS guarantees 70 per cent of a business loan in return for a 5 per cent premium, have been tightened up twice over the past year, with the result that demand for LGS loans has fallen steeply.

Critics claim that LGS loans

are prohibitively expensive and that the requirements for personal guarantees where available, introduced just before

Christmas, are unnecessarily restrictive.

That experience has contributed perhaps more than anything to the growing shift in the Government's small firms policy away from offering cash handouts towards improving the quality of advice and enhancing the climate for entrepreneurs generally by cutting out unnecessary burdensome regulations.

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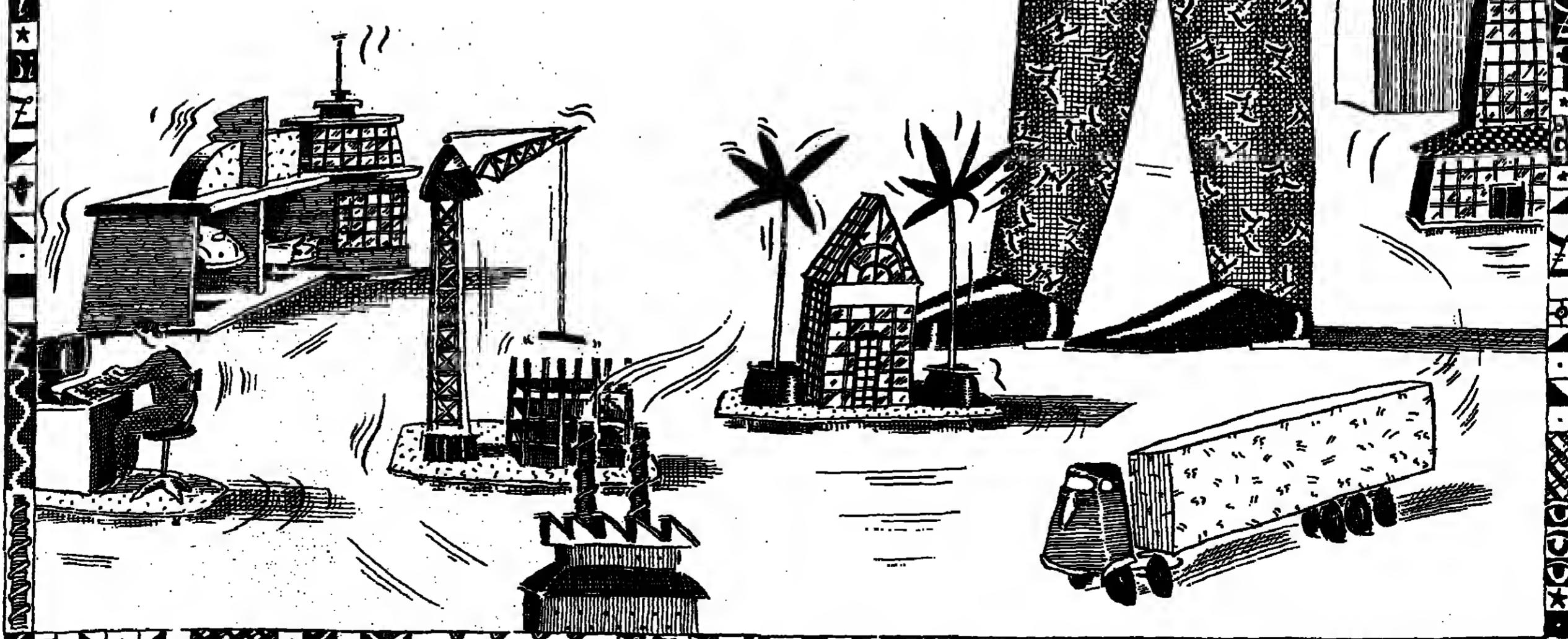
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SMALL BUSINESSES 4

Plea for more reforms

Reactions to the UK budget

WILLIAM DAWKINS

TOO LITTLE and too late: that sums up the initial response of Britain's small business community to last month's Budget.

There was general disappointment that Chancellor Nigel Lawson did not use the Finance Bill to announce reforms as far-reaching as the introduction of the Business Expansion Scheme by his predecessor in 1984 or the scrapping of the 1 per cent National Insurance surcharge a year later. The Budget contained a number of apparently minor measures, which taken together nevertheless combine to form a significant small firms package.

The focus of the Government's attempts to foster small businesses appears to have shifted this year away from the Treasury and towards the Department of Trade and Industry, which has been spearheading a drive to cut the red tape faced by entrepreneurs: a campaign now under the control of Lord Young, Minister without Portfolio but with special responsibility for job creation and enterprise.

The one point on which practically all small business lobbyists would have liked to see more action in the Budget is the sales level of which companies must register for Value Added Tax. Mr Lawson raised the VAT threshold from £18,700 to £19,500, in line with the Government's policy of linking it to the inflation rate of each Budget.

Lobbyists would like to see it raised to £50,000 or even £100,000—a point, incidentally, on which they have the support of the DTI in its recent report

on administrative burdens, co-ordinated by Mr David Trippier, the small firms minister. However, Britain is under strong pressure from its European community partners to reduce the VAT threshold, not raise it. As it is, the UK's threshold is the second highest in Europe after the Irish Republic.

The most widely welcomed small business measures announced in last month's Budget concern employee share schemes, National Insurance (NI) and Capital Gains Tax (CGT).

Employees who buy shares in their own companies with the proceeds from an approved profit-sharing scheme will now be allowed to sell their shares after five years without paying the previous limit, under which qualifying disposals can be more lightly taxed as capital gains.

The number of employee share schemes has multiplied more than tenfold over the past five years from 30 to 850, as they have proved their worth as a way of building up the loyalty of key staff while giving them a performance-linked stake in their employers' businesses.

They received a boost in the 1984 Budget, which introduced the seven-year concession. Previously, all employee share scheme disposals attracted the heavier burden of income tax.

The self-employed, meanwhile, can congratulate themselves on having won a significant victory in last month's Budget. They were justly aggrieved by the 1984 Budget because they were hit by the rundown in capital allowances without sufficient compensation from the tax cuts offered to incorporated companies.

They have for long argued that it is unfair that they should not be allowed to offset NI contributions against tax, unlike their incorporated brethren.

As from the beginning of this month (April), the self-employed were permitted to claim relief on half of their graduated Class 4 NI contributions; a profit-related tax introduced a pro-rated tax introduced 10 years ago.

Flat-rate Class 2 contributions for the self-employed will be cut from next October from the current £4.75 per week to £3.50. Both moves were welcomed by the National Federation of Self Employed and Small Businesses as making it cheaper for unincorporated firms to take on more staff.

Another change to the NI system—the abolition of the top limit on employers' contributions—will be a blow to small companies with highly paid employees. Such groups, particularly in the financial services and high technology sectors, will now be under pressure to cut their NI liabilities by concentrating more on alternative kinds of remuneration, like dividends or payments in kind.

However, the new graduated entry into NI for employers and employees will help companies to take on low-paid staff.

The Budget also introduced a change to CGT which will make it easier for owner-managers to retire earlier. Shareholding directors who retire at the age of 60, or before then if they are ill, will not now have to pay CGT on the first £100,000 of any share disposals they make in the process. Previously, retirement relief only applied to those aged 65 plus, and there was no sickness concession.

This measure will do something to ease the perennial problem of handing over the reins of a family-owned business from one generation to the next, a process which has frequently been made difficult by CGT considerations.

Another change which will benefit small businesses is the proposed extension of the tax relief available on VAT charged to customers who go insolvent. The full details, however, will be contained in the Insolvency Bill, due to become law in the summer.

It was widely expected that the two-year-old Business Expansion Scheme would come in for an early section of the Budget, following the scrapping in 1984 of BES relief for farming companies. Under the BES, investors in unquoted groups may claim relief against their top marginal income tax rate on the purchase price of their shares so long as they keep their equity for five years.

Property developers were thrown out into the cold this time, while Mr Lawson also opened the doors to research and development ventures, which had always looked an odd exclusion from the BES. Both property and farming companies proved attractive to BES investors until they were barred from the scheme, but they lent weight to criticism that it was attracting too many safe asset-backed propositions to the detriment of the riskier employment creating opportunities which the scheme was designed to support.

It could be argued that the elderly band of white traders, restaurateurs and estate agents, dealers which are still being let into the BES deserve the same entitlement—not to mention the handful of public companies which have used the scheme to raise cash for associates over which they have effective control in all but name.

However, any more radical changes to the BES are unlikely to be made until the Government receives a copy of a report into the working of the scheme commissioned by the Inland Revenue from accountants Peat, Marwick Mitchell and due for delivery in October.



A shift of focus by Britain's Chancellor Nigel Lawson: he did not win much satisfaction from the small business community following last month's Budget

ENTERPRISE WEEK PLANNED

SMALL BUSINESSMEN will be given a chance to find out more about the range of assistance and training measures available in a fortnight's time, when the Department of Trade and Industry launches its second 'Small Firms' Enterprise Week.

The event was started last year as part of the DTI's attempts to generate wider knowledge of the local help on offer to small businesses throughout the UK.

Final details of this year's events have not been confirmed, but it is expected that thousands of organisations will take this opportunity to publicise their activities, including local enterprise agencies, chambers of commerce, local authorities and educational bodies.

Mr David Trippier, the Small Firms' Minister, will be travelling throughout the country to promote the event, which takes place from May 15-24. It is expected that he will be assisted by Lord Young, Minister without Portfolio but with special responsibilities for job creation, and Sir Keith Joseph, the Education Minister.

The event, which is being co-ordinated by the DTI's 10 regional small firms centres, will this year have a particular emphasis on promoting the awareness in schools and colleges of small businesses, highlighting the importance of training to managers of small businesses, and encouraging providers of education to do more to meet the needs of small companies.

Details of what is planned in each region can be obtained from local small firms centres, which can be contacted by dialling 100 and asking for Freephone Enterprise.

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Record year for new investment

Business Expansion Scheme

TIM DICKSON

THE BUSINESS Expansion Scheme, which has been around in various forms since 1981, and which offers tax breaks for individuals investing in unquoted companies, has significantly increased the supply of UK venture capital.

Around £100m was invested under the BES to the financial year 1983-84—more than half of it in new companies—according to the Treasury, and there is every reason to suppose that the financial year just ended will see this figure surpassed.

While these are encouraging trends—particularly since the BES is supplying the market place with relatively small amounts of equity capital in the £50,000 to £100,000 range—there are many who feel that the scheme is not reaching those companies most deserving of risk finance and that its conditions are still needlessly tight.

In spite of these reservations ministers are unlikely to make radical changes to the scheme until this autumn when the Inland Revenue is due to receive a report commissioned from the accountancy firm Peat, Marwick Mitchell. This year's Finance Bill, however, contains two important changes relevant to individual investors and to small companies alike.

First, the exclusion of property development companies is designed to close a loophole which fund raisers have been exploiting on a large scale. (Such companies raised almost £50m in the 1984-85 tax year, against the estimated £45m pulled in by funds investing in a range of industrial and commercial activities.)

Companies dealing in land or property or earning a substantial portion of their profits in the form of rental income have always been debarred; the rules have now been toughened to exclude property developers where the company concerned has an interest in the property or land being developed.

The second change in the Finance Bill (originally announced in the March budget) is the opening up of the BES to research and development ventures. R and D activities have never specifically been excluded but in practice they have been ruled out because companies are not allowed to rely on fee or royalty income.

The Government, however, feels R and D companies issuing shares after April 5 should be a special case as long as their research and development is intended to produce either an invention which is capable of being patented, or a computer programme.

For small companies look-

waiting BES money in May or June or even throughout the summer and early autumn may be a frustrating search.

BES funds, meanwhile, may not suit young, fast-growing companies with a strong appetite for capital. Fund managers mostly feel obliged to invest their money as quickly as possible (to secure the earliest possible tax relief)—but as a result little or no cash is held back for the often vital second or third stage financing of expanding businesses.

The BES also suffers from other restrictions which have not been removed in the Budget. One of the rules, for example, debars companies which set up an overseas subsidiary, or which build a significant proportion of their assets overseas. Obviously, this could damage the long term prospects of many high technology companies which are at an early stage to operate in international markets.

The BES legislation also withdraws tax relief if a company either gets a full listing on Jolas the Unlisted Securities Market within three years, or if an investor sells his stake within five years of purchasing the new shares. At the end of the fifth year, of course, the chances are that most shareholders will somehow wish to

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Assistance

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Enterprise agencies' role

IAN HAMILTON-FAZEY

IF EVER there was an idea waiting for its time, the enterprise agency movement must be it.

Almost from inception, agencies have become key factors in small business formation and growth. They are still mushrooming.

Sheer need for what they offer has been the main reason for their growth, but although the principal function of an enterprise agency is to give advice, that alone hardly accounts for their increasing importance.

After all, advice is available from many sources, including the Government, local authorities and the banks. So what is special about the agencies?

The answer appears to lie not so much in the advice itself, but where it is given and by whom—in other words, the key is the very nature of the agencies themselves.

The typical enterprise agency will have been set up jointly by the private sector and a local authority. The Government now helps fund start-up, but that money is more about pump-priming than taking a stake and demanding part-control or even a return.

The local authority may well help with premises and cash but what makes enterprise agencies different is the involvement of the private sector.

This may take the form of money but the most widespread type of help is through the lending of experienced managers or specialists—and for significant periods ranging from nine months to several years.

Almost invariably only large corporations or financial institutions can afford such secondments. Increasingly, they are used for the management

development of able people in mid-career but there is also a significant portion who are highly experienced senior managers, either coming up to retirement or in the early stages of it.

This begs the question of whether people from big company backgrounds can really understand the needs of life as a business fiddler. Independent surveys suggest that they can.

After all, the practices of management are the same whatever the enterprise. Small business—where the entrepreneurs does everything—can be regarded as an extreme case of general management; what better advisor than a general manager from the big league?

Similarity

Indeed, one school of thought in the enterprise agency movement is that a similarity in thinking between big and small arises because of the nature of business itself.

Whereas most middle managers are usually concerned with operational matters and their impact on the trading account, senior managers in large companies have to focus on the securing capital and ensuring its efficient use.

This latter role is much closer in principle to what small business owners have to do. By the same token, middle managers gain useful insight into general management principles through the period of orientation.

The encounter with secondees from the financial sectors is also interesting. Some of the most useful have been young accountants from large practices. Because of their professional discipline they home in on agency clients' balance sheets.

By contrast, secondees from the banks concentrate on cash flow. The combination can provide some of the best consultancy anyone could wish for—and it is free, independent, non-political, and not given by anyone trying to lend you money, or working for officialdom or housed in the offices where you

have to pay the rates.

Enterprise agencies started to emerge out of need in the late 1970s, notably in St Helens, Hackney and West Somerset. Private industry and commerce thought that a direct role was possible, taking the view that the best way to serve was to make profits and stay in business. Persuasion took time but once converted to the idea, most leading companies put up help in cash and kind.

Political clout from the top had been important. Sir Alastair of the 1982 Finance Act enabled agency sponsors to write off cash or kind contributions against tax. BIC's model structures and legal documentation for new agencies ensure that supporting companies are able to take full advantage.

The numbers tell the story: there were 81 agencies at April 1982. 102 last year, and 140 by the middle of last year. Trippier wants 300 by June 1986. By his reckoning there were already 234 in January.

Given the political patronage behind the movement it is not surprising to find some mature agencies attracting the attention of people on the left, who question the role of the agencies and itself the main outcome of a working party set up in 1979 by Mr Heseltine and chaired by Sir Alastair Pilkington.

This may eventually lead to withdrawal of local authority support in some areas, with the setting up of rival advice centres and a diminution of

**Where to go for help:** here and on the following two pages, a look at the role of enterprise agencies, the Small Firms Service, the Enterprise Allowance Scheme, the Council for Small Industries in Rural areas and the range of assistance from local authorities.

Experienced

The SFS's counselling services are run by 261 self-employed part-timers, all experienced managers or consultants, who are specially trained to deal with small business problems.

While their numbers did not grow in 1984 their workload certainly did—numbers of new clients rose to nearly 25,000, 108 staff received 316,893 inquiries and 262 counsellors dealt with 21,000 cases.

This counselling is especially valuable to the small business because it is free for the first three days. It is still a bargain if the small business wants more and has to start paying, since the fee is only £30 a day.

Few local authority employees have an appropriate track record. The prospect of having to fall in with planning agreements and trade union recognition in order to secure help would diminish appeal further.

In-depth counselling offered

The Small Firms' Service

IAN HAMILTON-FAZEY

though existing businesses with problems may well be referred onward to the SFS for counselling.

Reaching the SFS costs nothing through Freephone Enterprise or Freephone 2464, though the latter number will eventually be phased out.

SFS

The SFS was set up in 1973, four years after the Bolton report pointed out the need for something like it. Ten regional centres opened to provide an information service, and the network has since been extended by two.

Experience quickly revealed that counselling not just information, was needed and, after trials in the South-West, this began nationally in 1978. Things have been increasingly busier since then.

In the 12 months to April 1979, 12 staff dealt with 85,000 inquiries and 110 counsellors handled 6,000 cases. The 1981 Budget provided funds to expand the service and in 1983-84—when the service cost £3,624—108 staff received 316,893 inquiries and 262 counsellors dealt with 21,000 cases.

Comparing these figures for first-timers with those for the 1984 calendar year reveals the strength of trends in the latter half of last year, when numbers of enterprise agencies were climbing past 200—a rise of about 100 per cent in 18 months.

With agencies ever busier, this suggests they are becoming the first port of call for advice,

Last November it computerised its data base and linked its offices by electronic networking. This will help it optimise the use of counsellor's time and speed up dealing with inquiries.

Reduction

Numbers of counsellors have not grown lately even though Mr David Trippier, the Small Firms Minister, would like to see a wider provision of small business marketing consultancy available nationally.

However, given the apparent trends, coupled with the SFS's computerisation, few in the "advice" industry would be surprised at a "wait and see" policy while the advice "market" settles down and the best way emerges of avoiding duplication and developing complementary services.

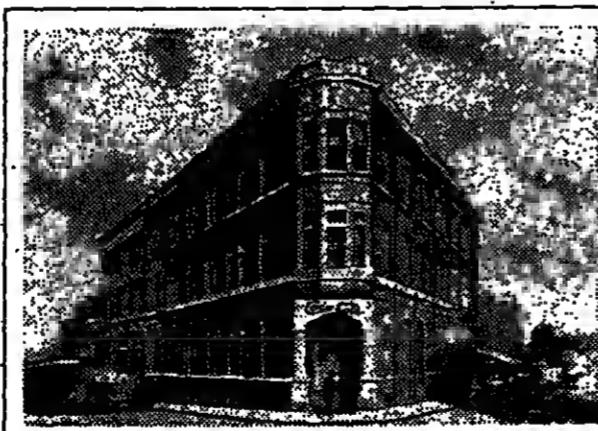


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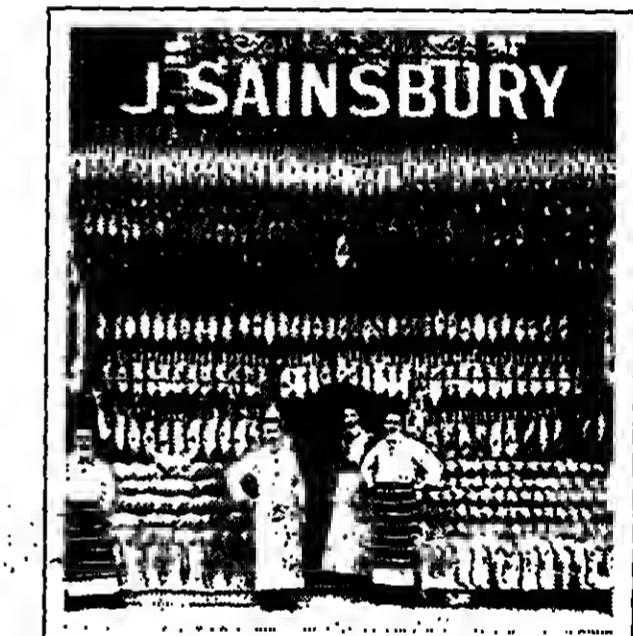
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Even if you're only planning to be a tycoon in a very modest sort of way.



NatWest
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SMALL BUSINESSES 6

Assistance



One cost-effective way of providing workshops for small businesses is through the conversion of redundant buildings in rural areas (as above) for craft and light industrial use, rather than build new units on green field sites

Among local planners and budding entrepreneurs alike, the countryside has never been so popular for new industrial projects

A big change of attitude

Industry in rural areas

IAN HAMILTON-FAZEY

TWO factors appear to have ensured that the countryside has never been so popular for small business. Government pressure is one: circulars from the Department of the Environment in 1984 and 1985 urged the shire counties to be more bold.

According to Henry Clarke of the Council for Small Industries in Rural Areas (Cosira), this has made it much easier to get planning permission where local authorities used to look askance at industrial development sullying the rural idyll.

The assumption that people could travel to work daily from villages to the nearest town has been torpedoed by high fares, costlier fuel, and job losses in the towns anyway.

The need to grow jobs locally has actually led to county planning chiefs chairing Cosira committees in some areas, producing an almost fully co-ordinated approach to job creation as far as public agencies are concerned.

The only body out of step seems to be the Ministry of Transport. "The traffic author-

ties are still a problem," Mr Clarke says. "Schemes can still be stopped if they are not happy about increased traffic flow. Otherwise, 3m unemployed has concentrated minds wonderfully."

The other factor that has helped a drift of jobs from the towns has been some very helpful funding for businesses setting up or relocating in defined Rural Development Areas. These are the North, the South-West, the Welsh Borders, East Anglia and the East Coast. Cosira can award a 25 per cent grant towards capital costs.

Applications

There have been 533 applications in the past two years, with £2.7m provided by Cosira. Mr Clarke points out, that means more than £10m of building contracts, most of them going to small, local builders. In global terms, the figures may appear comparatively small but the effect of providing work for only a handful of people can sharply transform a village's local economy.

Development in Herefordshire has been notable recently, with 40 applications totalling £300,000. Cumbria has had 40 successful applications, with similar levels of grant per project. In both cases the motorway network is reasonably

accessible so businesses are not isolated from larger markets. Cosira can lend money too, and here a significant change appears to be under way. In the past the council has lent up to 80 per cent of project costs and the sums have amounted to about £15,000-£20,000 at a time.

While the same sums are still being lent, they now represent only about 35 per cent of project costs.

Banks and other financial institutions are lending their best, indicating their great willingness to support small business development outside their traditional urban-based markets.

This means that bigger enterprises are moving into the countryside. On the basis that any enterprise usually stimulates other economic activity, the effect of this on unemployment and the rural economy is expected to show up increasingly as newly arrived businesses mature and their employees' spending power increases.

Cosira believes that there is growing evidence of the countryside's increasing attractiveness to high technology companies. A clean environment is one factor, but another is that skilled staff who move into the countryside to take key jobs seem to stay longer with the companies concerned if they were located in a town.

A good environment, sound property at moderate prices, and easy travel-to-work all contribute to fringe benefits, possibly combined with a more human scale to life and a less rushed pace of living.

Although no one admits openly to this, one benefit to businesses is that the relative isolation of rural life is not conducive to effective unionisation.

Property to house the company is also important, with wide availability of old country houses which are too expensive to buy, or disused old factories situated in earlier drifts of industry to the towns.

Mr Clarke says that many small high technology companies are buying these and restoring them in stages, helped by Cosira grants, as the business develops.

Meanwhile, more traditional activities are still carrying on, with people using Cosira's help to set up simple businesses such as bed and breakfast tourist accommodation. One former headmistress has established this somewhat by offering guest courses in handicrafts and religious or political views. But

more traditional activities are still carrying on, with people using Cosira's help to set up simple businesses such as bed and breakfast tourist accommodation. One former headmistress has established this somewhat by offering guest courses in handicrafts and religious or political views. But

the scheme began with

Enterprise allowance scheme

IAN HAMILTON-FAZEY

LIKE enterprise agencies, the enterprise allowance scheme has touched a deep need and has rapidly become a roaring success in helping small businesses to start up. In its first 12 months, it helped 66,000 people into self-employment. Its budget allows for more than 180,000 people to join these over the next three years.

The scheme reduces some of the initial risks of start-up by supplementing revenue with a state handout of £40 a week for a year. However, qualification for the scheme is rigid: an applicant must have been out of work or under notice of redundancy for at least 12 weeks and be receiving unemployment or supplementary benefit.

The aim of the scheme is to remove a major deterrent to self-employment among people out of work. This arises from the fact that most businesses are incapable of generating significant income for several months.

Unemployed people usually can

not build sufficient reserves to tide them over these early

stages, which discourages them from giving up secure state benefits to set up on their own.

In the past, this result has been either that they do not bother, or that they operate illegally in the black economy.

Joining the scheme requires several tokens of serious intent, such as willingness to work full-time in the business.

Applicants, who must be over 18, also need at least £1,000 to put into the business. This does not have to be cash: an overdraft facility attached to a bank account in the name of the business—itsself another qualification—will do. The enterprise allowance, incidentally, is paid fortnightly into the business account.

Another qualification is that the business must be "suitable" for public support. This excludes nightclubs, betting shops, licensed clubs or particular religious or political views. But

surveys of the new ventures have shown that about 50 additional jobs have been created for every 100 businesses started. This suggests that the scheme is capable of generating

examples do include pop groups, models, a bat air balloon, decorator, a racing car mechanic, and a hand painted

burnt egg.

However, most of the participants so far have opted for rather more mundane occupations. A quarter were in the distributive trades, mainly retailing of household goods, food or other non-food products.

Another quarter offered "construction industry services"

such as general repairs,

electrical contracting, and painting and decorating.

Most participants (84 per cent) have been men and 57 per cent of the total were between 25 and 44. Encouragingly, 20 per cent were between 18 and 24.

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burnt egg.

The scheme began with

CORRECT ME IF I'M WRONG BUT IS THIS NOT THE SIXTH ENTERPRISE YOU'VE STARTED THIS WEEK?



About the time that payments start there is a personal interview with a business counsellor, followed by two more counselling sessions during the 12 months for which the scheme runs. There is also a monitoring visit from the MSC within three months of start-up, and 50 per cent of applicants are chosen at random for follow-up checks.

There are three other strings attached. First, the business must be genuinely new. This means not starting a trade until accepted on the scheme. Inquiries for trade leads and market research done, but nothing must be produced for sale or contracts entered into with suppliers or customers. Nor does the scheme apply to taking over an existing business.

Independence is another string. The business cannot be a subsidiary or supported by another company. Businesses such as franchises, where there is a continuing relationship with another company providing essential services such as supplies or marketing, are also out. So is anyone proposing to operate as an agent or under labour-only, sub-contracting terms and conditions.

The third string is that the proposed venture must be small. Anyone intending to employ more than 20 people during the first three months is thought to have a good enough venture to get other types of backing.

People setting up partnerships and co-operative ventures are not excluded, though not less than half the members must be on the scheme and—complying with rules about being small—not more than 10 people in one such business can be accepted.

Since the scheme gets people off the unemployment register it undoubtedly has enough appeal to have encouraged political support. But does it really work? Records show a drop-out rate of one in eight, though many of these are people finding jobs. And a follow-up of those on the pilot scheme in the trial areas showed that 80 per cent were still in business six months after the enterprise allowances stopped.

Only further studies can reveal the true effectiveness in a small business sector characterised by high failure rates in the first five years of trading.

Wide variations in aid

Help from local authorities

IAN HAMILTON-FAZEY

THERE IS no general standard of provision of help by local authorities for small businesses: help is available in some form from all of them, if only because most have some involvement in provision of industrial premises; but asking directly is the only way to find out what they can offer.

Although the inquiring entrepreneur may well, therefore, get only answers as these, local authorities, there are some broad classifications to look for.

For example, there are enterprise boards. These are not enterprise agencies. They have been set up by Labour-led authorities and operate as a sort of cross between an industrial development office, a merchant bank and a venture capital fund.

Examples include the Greater London Enterprise Board and similar bodies in the metropolitan counties. Their role is proactive in the sense that they try to encourage certain types of development, such as worker cooperatives and, in London, enterprises that will create jobs for notably underprivileged groups such as members of ethnic minorities.

Their financing has been through local government but the ultimate authority concerned to speed up to the product of a 2% rate without reference to central government. Most of them advertise extensively in their local areas so are easy to find.

However successful and helpful they have been—and there are very good points in favour of some of them—their future is uncertain, as the councils which set them up are due to be abolished next year.

A good indicator of a local

authority's attitude to small business is whether or not it has an industrial development officer with marketing skills and sufficient rank to get things done. More of these have been appointed in recent years, and three years ago they formed their own professional association to help improve general levels of skills and practice in the field. Not every authority has one.

A Conservative-led authority with an old-fashioned town clerk type of chief executive may well take the view that active industrial development is not part of its role. The only advantage of locating here may well be that the rates will always be among the lowest.

On the other hand, left-wing Labour councils with little enthusiasm for capitalism may well do what Liverpool did and abolish the office and the industrial development agency that went with it.

In cases like these, industrial development will probably be dealt with as a subsidiary task of the solicitor's or estates department. This in turn may affect the way in which it is run, with factories bedevilled by low-level clerical, incompetence, pedantry and bureaucratic delays.

Small businesses which do not have time to deal with this will easily find other authorities with skilled officers capable of cutting red tape.

The political complexion of a council is also important for small business relations, because local authorities want planning agreements and recognition of trade unions. This is bound to put off some entrepreneurs, but since the councils also want to see jobs created, some are more pragmatic than others and do not insist.

A tell-tale sign of likely independence is whether the council has recently set up a division called a "central strategy unit" or something similar to help frame policy and work out

its detailed implementation. These tend to be staffed by the more committed of Labour's advisers, who generally favour a "radical solution" to most local problems and high business rates. Relationships with business are unlikely to be easy.

Where the agency is not supported by local authority may even have set up in competition—all will not be well between the public and private sectors and the locality concerned and that may not be in the small business's interests.

But the advantage of Britain's relatively small size and good infrastructure is that it is easy to find places where the atmosphere is conducive to survival and growth. "Shop around" is probably the best advice when it comes to finding a local authority that will best suit.

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Assistance

success

Assistance

There is a growing number of training ventures in Britain on ways to improve basic business management and to develop existing skills.

More courses offered**New training schemes**

IAN HAMILTON-FAZET

THE high failure of small businesses has led to considerable extra efforts to improve training for the people who own and run them.

These have been evolving over the past two years and fall into a general Manpower Services Commission provision called "Training for Enterprise," or TFE.

TFE has two objectives, first, to teach people basic business management so that they can get new ventures established on a firm footing; and, second, to improve the skills of existing owner/managers so that their businesses can grow.

These are the main features:

THE NEW ENTERPRISE PROGRAMME:

This is aimed at new ventures likely to employ six or more people after a year. It takes 16 weeks of full-time study with Glasgow, Durham, Manchester, Warwick or London University business schools. The first few weeks are residential, learning fundamental skills such as business planning, market research, costing, pricing, selling, business controls, cash forecasting, budgeting, cash manage-

ment and raising finance. This is followed by up to 12 weeks of project work, usually planning the new business.

SMALL BUSINESS COURSES:

These cater for people launching businesses that will employ about three people after a year. They last 8-10 weeks, with a period of classroom learning of the fundamentals of business management, followed by a project/launch period. The courses are run for the MSC (Manpower Services Commission) by universities, polytechnics, colleges, regional management centres and private contractors.

In some areas it is possible to undertake the "taught" period part-time in the evening, though this will, of course, stretch the overall course length.

SUPER-EMPLOYMENT COURSES:

These range from the "Mini-Business Course" consisting of part-time classes equivalent to about a week's training in business management over several weeks of full-time study. Most are about two weeks in length. Shorter courses are aimed at people who have started trading but who need to acquire some management skills as they go along. Some courses are tailored for people on the Enterprise Allowance Scheme.

SELF-EMPLOYMENT AWARENESS SEMINARS:

This is a new provision to explain the ins and outs of self-employment to people consider-

SMALL BUSINESSES 7

ing it. The seminars last 18 hours, consisting of several sessions, and are non-selective. The aim is to make people better informed.

THE MANAGEMENT EXTENSION PROGRAMME:

This enables an experienced but out-of-work (usually redundant) executive to be seconded to a small business to implement some specific project. This is an important route for any small business wanting to professionalise its management. The project has often provided a chance for the seconded and the business owners to take a good look at each other to see if it is worth making the arrangement permanent by the offer of a job or partnership. There is provision for 1,600 secondments in 1985-86, compared with 750 last year.

ACTION LEARNING:

This is a pilot study presently under way in several areas. It is run by a university such as a university or college which provides a business expert to chair a group of small business owner/managers. Structured discussion enables people to learn from the experience of others, and use the group to refine plans.

OWNER/MANAGER TRAINING:

These are pilot courses started in many areas in 1984-85 to offer training in business skills to people already

established in business. The MSC says that courses are varied and still experimental. It intends to learn from them this year so as to standardise on the best features of each in the future.

The majority of full-time courses are run under the rules of the Training Opportunities Programme (Top), which means that people out of work who are over 19 and who have been away from full-time education for at least four years can be paid training allowances.

Other courses are being funded under special authorities which waive many former obstacles and restrictions. Part-time courses will not qualify for allowances, but are unlikely to involve fees at present.

Special authorities are being encouraged to provide funding of pilot schemes. When these have proved themselves the MSC hopes to open all courses to anyone over 18, whether employed or not or already trading, so that small business education becomes available to anyone likely to benefit from it.

Availability of some courses may therefore vary from area to area at present. The MSC says that the starting point for all training is the nearest Jobcentre, where staff will know where to direct people. Alternatively, information can be obtained directly from the nearest MSC Training Division area office.

The pressure is increasing to transfer more high-technology projects from the research level to the commercial stage where they can be developed by small but dynamic companies.

Seeds of new enterprise**International innovation**

PETER MARSH

MECHANISMS to promote the transfer of technologies from the research sphere to the world of industry have become a hot issue in Western Europe in the past couple of years.

In particular, governments and business organisations are keen to devise ways in which scientists can turn their research ideas into the seeds from which new enterprises can start. Countries could gain better value for the cash they spend in supporting academic research, so the theory goes, if more of the work led to products that can generate wealth in the world market place.

Also, there is the nagging feeling that some countries—the U.S. is generally held up as a good example—are better than others in their record in transferring ideas from the research to the commercial stage.

If the nations that lag in this respect could emulate the characteristics of the leaders, then they could go some way to boosting their economies through the creation of small, dynamic, technology-based companies.

It is probably unrealistic to expect from European societies the kind of cultural shifts that could give rise to companies such as the U.S.'s Hewlett-Packard, Intel or Apple. Such enterprises grew very rapidly by exploiting both the huge market place in the U.S. for technical products and the desire of American financial institutions to back novel ideas.

Efforts to generate small, science-based companies that have at least some of the hallmarks of these U.S. success stories are epitomised by the rash of moves in Europe, particularly in Britain, West Germany, Sweden and Holland, to set up science parks and innovation centres.

These institutions are normally privately developed and associated with universities or other academic establishments.

In theory, a technology-oriented business located adjacent to a university department can obtain ideas from the latter, so refining its products

and carving out a larger business.

The exchange can also work the other way around. The academic establishment could be expected to learn something in the way of commercial disciplines, so producing a new breed of researchers versed in business techniques as well as the latest advances in electronics or biochemistry.

Preliminary results from the first batch of science parks in Britain are, however, by no means encouraging.

Science parks

According to a recent report by Mr Jean Gossé of CEP Economic Publications, university authorities and venture-capital organisations could do more to support the needs of the small companies in Britain's science parks, of which 13 are in operation, with seven under construction and several more in the planning stage.

According to Ms Currie, university departments sometimes put up barriers to the flow of ideas from academics to the small enterprises that are on their doorsteps.

She also found complaints from the 170 or so companies on the science parks that financial institutions often lack the technical knowledge to understand the requirements of small companies in esoteric scientific disciplines.

This is despite the moves in recent years by banks and similar bodies to recruit into their staffs technology specialists or to hire consultants on an occasional basis to advise bank managers at high-street branches.

The science park in Cambridge, set up the early 1970s, has seen rapid growth with a fair amount of interaction with the city's university.

But this is more a result of the unusual incidence of small, technology-based companies in the Cambridge area, which is home to about 300 such companies, many of them formed in the past five years—than any special prescription formulated for the science park by the university authorities.

The gap in Britain between the worlds of research and industry is illustrated by Dr Robert Skidmore, a medical physicist at Bristol General Hospital who is also a scientific consultant to International Medical Dynamics, a company

formed two years ago in Edinburgh.

Dr Skidmore, a specialist in ultrasound techniques to monitor blood flow through arteries, got involved with the Edinburgh company largely by chance. He had no special desire to commercialise his research, which the company is now trying to turn into a product that analyses, by computer, ultrasound signals to indicate ailments such as clogged blood vessels.

"People" in my environment have chosen a scientific career which doesn't really warrant detours into business. It's more important to do good scientific work that gets published—there is no kudos from getting involved with commercial projects.

Dr Skidmore speaks for many European scientists when he says that the only reason he does consultancy work for companies is because the latter "pester" him to give them some of his time in a specialist area.

Researchers earn from such jobs can be useful, many would rather be left to get on with their studies with the minimum of interference from the world of business.

Other researchers have a more positive attitude to forming their own companies. Many find they cannot do it on their own. They need to link up with an established organisation to supply marketing and managerial muscle.

Take Harry Meller and Dr Alan Jones, who both used to work at the school of mechanical engineering at Cranfield Institute of Technology near Bedford. They formed in 1980 a company to sell their expertise in computer software techniques to model the energy requirements of buildings.

Soon afterwards, the pair realised they needed a partner to supply extra business expertise. They found one in the shape of Cogent, a subsidiary of Legal and General, the insurance company, which aims to exploit emerging technologies. Last year, their company became part of Amazon Computer (which is owned by Cogent) and sales of the energy programme should this year reach about £200,000.

The way that academics can start their own companies with the minimum of risk is illustrated by Martin Swainston and

Tony Bilett, both engineering lecturers at the University of Bath. They got together in 1983 to form Radan, a company selling engineering expertise to companies by consultancy arrangements.

Mr Swainston and Mr Bilett then followed the classic pattern of academics who turn a loose, part-time activity in selling knowledge and abstract skills into a fully-fledged business offering standardised products.

The progression in this way

from a "soft" to "hard" company is a feature of academic life in the U.S. but less common in Europe due to both the lack of desire by academics to form businesses and the relative unwillingness of their employers to countenance formal commercial activities.

In the case of the Bath lecturers, they rented office space and took on their first employee in 1978, selling standard packages of computer programs to help in the design of engineering components.

Radan now employs 34 people, with subsidiaries in West Germany and Singapore and annual sales of £1.6m.

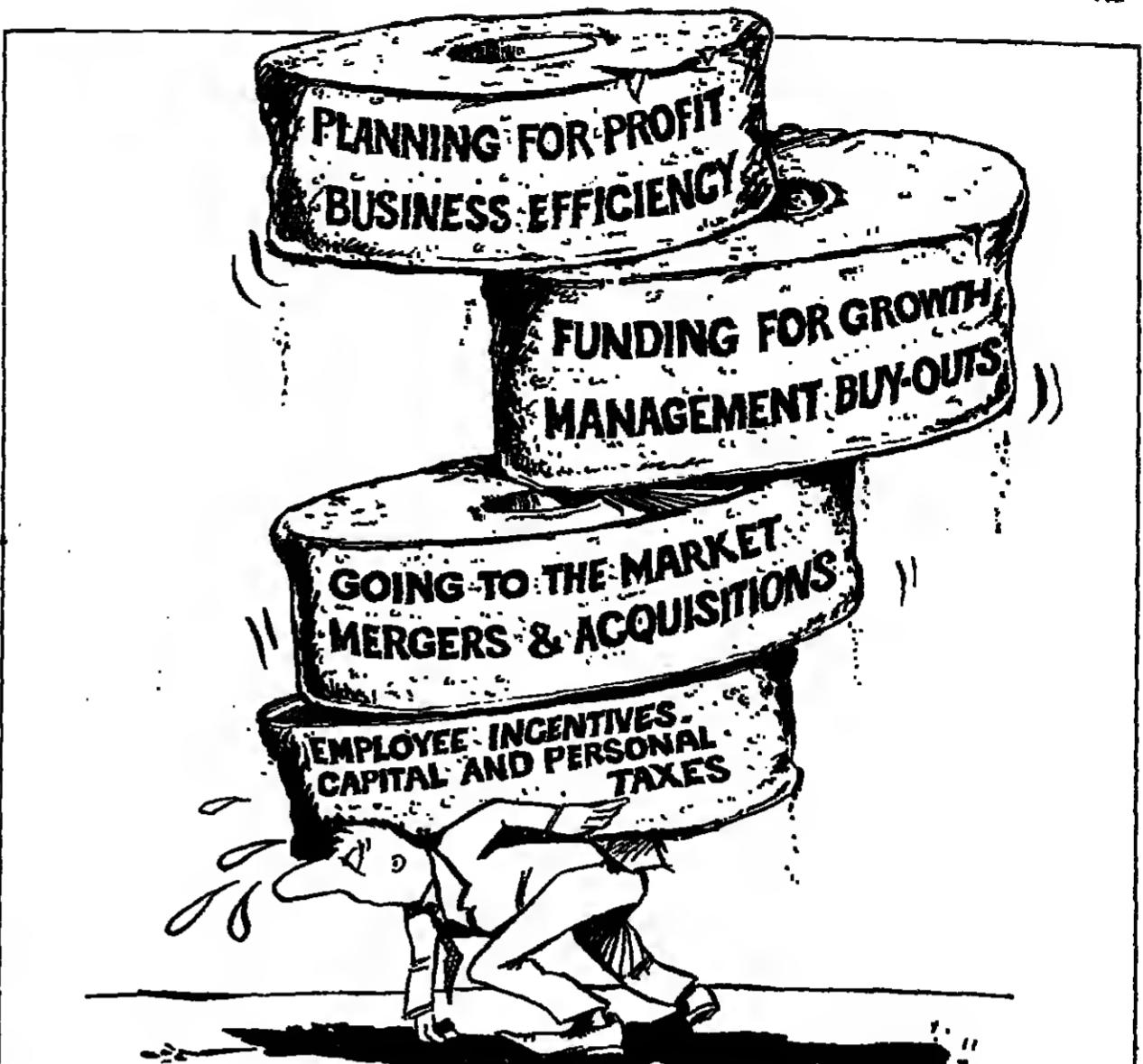
Attitude

Significantly, both men were helped by the benign attitude of university authorities. The pair work part-time for Bath's engineering department and last year were given unpaid leave to concentrate on their commercial activities.

Mr Swainston says the arrangement benefits both Radan and the university. "I wouldn't want to sever my connections altogether. The part-time working means I can talk in depth to students about the industrial environment. At the same time, we can recruit quite a lot of our software people from ex-students of the university."

More flexible working patterns in research institutes would be one way to increase the number of small businesses formed from such pieces, according to many observers. If more academic organisations showed the attitude of the Bath University authorities, then the job of the politicians and planners trying to promote small, technology-based companies might be made less difficult.

High technology in Scotland: computer disk production at Glenrothes. Such developments attract a growing number of highly specialised service industries

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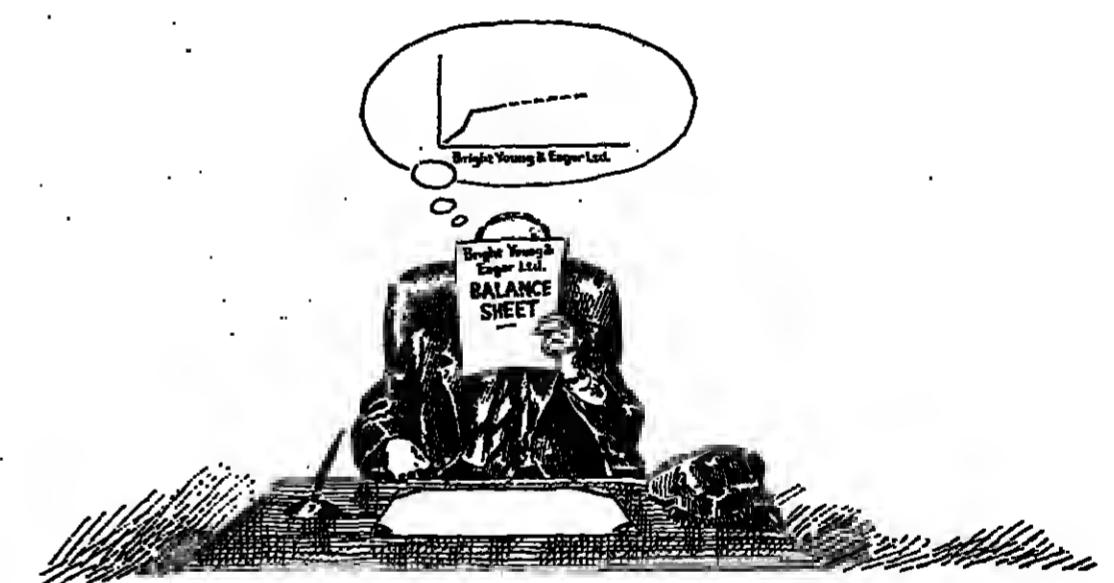
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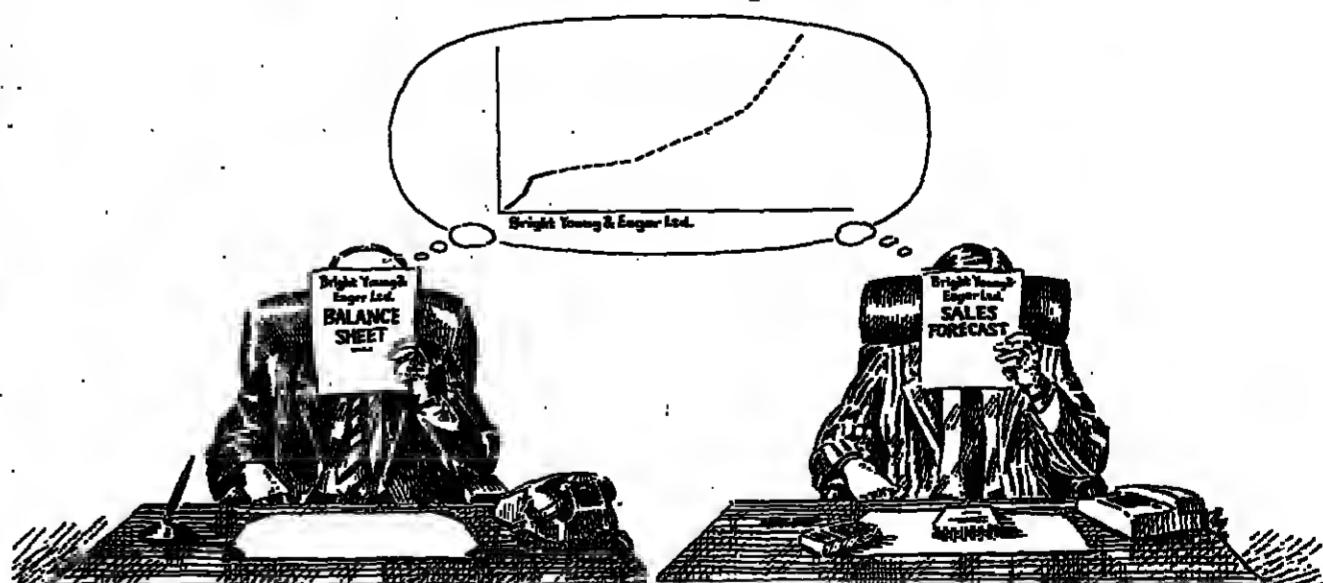
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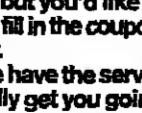
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SMALL BUSINESSES 8

Finance

Monitoring systems improve

Help from the banks

WILLIAM DAWKINS



Mr Noel Dearing, head of National Westminster's small business section, and Mr Stuart White, his counterpart at Midland: all seeking to boost facilities for clients.

"OUR managers are now more aware that they don't just lend money and wait for it to come back. The signs are that borrowers are getting better at borrowing and lenders better at lending."

That somewhat bullish statement from a senior clearing bank executive reveals the extent to which the banks' attempts to get to grips with their small business customers have involved a financial education for the parties on both sides of the manager's desk.

The four leading clearers would like to think that they have progressed from the time last year when they were accused in a report by chartered accountants Robert Rhodes of seeing most small business clients as unworthy of the disproportionate attention which they can command.

Not all of their customers would agree. But the facts are that some of the banks are beginning to see a measurable decline in the rate of small business losses. National Westminster, for example, which accounts for roughly a quarter of the total lending under the Government's Loan Guarantee Scheme (LGS), reports that just under 10 per cent of the new LGS customers it took on in the past year failed, as against 20 per cent in the previous year.

And Lloyds claims it has not had a single LGS failure since last June. Admittedly, that is partly due to a steep decline in loan applications since the terms of the scheme were tightened, and LGS loans represent a small part of total lending to the sector. But Doug Goss, head of the Lloyds' small business unit, believes that it is a representative trend and a sign that the training available for entrepreneurs through bodies like the enterprise agencies and the Department of Trade and Industry's small firms' service, is beginning to have an impact.

"We do find that people are planning how to borrow and act less often on impulse," he says.

Stuart White, Good's counterpart at Midland Bank, echoes: "Customers are becoming more appreciative of basic rules. They are more aware that you don't use your overdraft to buy a new vehicle and that the ideal way is to link the source of finance to its useful life."

However, nobody should underestimate the role which the banks have had to play in this educational process, not through directing better monitoring and advice at their customers and through trying to change the often ingrained attitudes of their own local managers.

Barclays was the first to open a small firms' Business Advisory Service (BAS) in 1973, since when it has conducted more than 22,000 corporate surveys for its small business clients. Lloyds followed suit three years later, with a similar service which has undertaken about 5,000 investigations, and Midland brought up the rear last year with an advisory group

which has made 240 small business reports to date.

All of these services are free to customers, offering a one to two week visit by bank personnel, who then produce a written report on how the client might improve its methods, like management, stock control and accounting. They are, however, unashamedly directed at companies which will be worth the effort in terms of improving their quality as customers, and have at least some growth prospects.

"One of the things we don't want to do is to provide a fire-fighting service," says Mr White, who estimates that the average advisory service client has an annual turnover of £1.5m—well beyond the range of a large number of the smallest corporate customers.

Ray Gibney, chief manager of Lloyds' BAS, argues: "It probably helps us to make customers more successful, and that could mean that they place more money in their accounts. There is also an element of goodwill, and consultative experience can make it easier to estimate margins and lending decisions."

Midland is attempting to spread the lessons picked up by its BAS team to its branch managers. It has completed a guide to management accounting for small businesses, which has been sent to 50 branch

people out of the mire," says Noel Dearing, head of National Westminster's small business section. "It is better, however, that we should work hard at increasing the expertise of our branch managers in the front line," he adds.

Nevertheless, National Westminster does have something near to an advisory service in the form of its industrial unit. Set up five years ago, it includes eight pairs of bankers and accountants who call on troubled clients—usually in the £1m to £20m turnover range—to help them tackle financial management problems. It conducts 140 investigations annually, and is used as a way of approaching competitors' more attractive small business accounts.

Other advice from National Westminster is available in its quarterly, Business Digest, which has a circulation of 600,000. The bank's decision not to set up a formal small business advisory service also highlights the dilemma facing the clearers which have followed that route.

While improved small business monitoring and advice sounds desirable in principle, it is costly for the bank to provide, and the benefits are hard to measure. On the other hand, an estimated 50 per cent of the clearers' UK had debts relate to corporate customers with turnovers of less than £1m, so they clearly need to be handled with care.

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Sources of finance: the high street bank is the first source of contact for most businesses in search of funds... Here and on the facing page, examine the growing FT correspondents examine the growing number of options available.

managers on a pilot basis. The bank is also drawing up a list of the common problems experienced by its smaller corporate customers.

High on the list, says Mr White, is failure to give adequate thought to management succession or distribution of duties. Too many companies defer for too long the appointment of a finance director—in the mistaken belief that they are keeping costs down by delaying the cost.

Pricing and cost control is another weak area highlighted by the BAS team, which also points to poor management accounting as a frequent problem for small business clients.

"A lot of customers are unwilling to talk to accountants because of the cost," he says. Some customers have attempted to improve their costs by buying a home computer, and a lot of these are found to be using their equipment wrongly.

In addition a surprising number of customers fail to keep an accurate list of debtors or creditors, or if they have one, fail to use it to chase up payments.

EASING THE constraints of a limited cash flow in a small business can be one of the biggest challenges an entrepreneur encounters. There are strains of working capital requirements to be faced while financing new equipment can seem an insurmountable task at times.

So not surprisingly, the financial services sector has devised ways of helping small businesses to their mutual benefit. Since the beginning of the 1980s equipment leasing finance has gained popularity to meet the cost of new plant and machinery while other services, such as factoring of debts and forfeiting when exporting, have been expanded to ease growing pains of small companies.

But the Chancellor, Mr Nigel Lawson, drove a cart and horses through the financial sector in his Budget statement a year ago. The tax efficient hedlock, on which the leasing sector boomed, has been dramatically changed. Even now observers and industry executives alike are uncertain as to what shape leasing activity will take by the end of this decade.

The long standing rules of leasing were that the lessor, who provides the finance to buy the equipment and is the legal owner, could take advantage of 100 per cent first year capital allowances to offset against its own tax bill. So banks, in particular, piled into leasing finance to reduce their corporation tax liabilities.

The lessee, who operates the equipment, benefited from financing plans "purchase" in this way because the finance house returned some of its tax saving onto the lessee in the form of lower "rental" charges. In effect, the lessor could often obtain the equipment into his factory at a lower cost than straight loan finance.

Mr Lawson has moved to change all that. The 100 per cent allowances were dropped to 75 per cent in fiscal 1984-85.

This year the rate will be 50 per cent and 25 per cent writing-down allowances starts in April 1986. At the same time, corporation tax, which stood at 52 per cent before the changes, will be cut progressively year by year to 35 per cent. Thus the rules of the leasing game are being dramatically shifted as the financial benefits dwindle away.

Some factors cover the client for bad debts, others on net, and both sides argue the case that their provision is best. But in the final analysis only the client can judge for factoring without a debt cover tends to be less expensive for obvious reasons.

Factoring can also be used for export finance where a factor will step in and bear the risks of bad debts and currency movements. Such services do not come cheap and companies that are heavily involved in overseas trade might consider forfeiting as a way of easing cash-flow demands.

In a nutshell, forfeiting is the discounting of trade bills of promissory notes by a finance house without recourse to the exporter. As a technique it has mainly been associated with capital goods exports, but in the past couple of years forfeiting has spread into financing exports of almost every type of goods or services.

A typical transaction would be where an exporter has agreed the sale of a large piece of capital equipment and the importer requires credit, possibly over three to five years. The British Export Council, for example, offers a bank to discount a string of bills of exchange. The forfeiting bank will obviously do its calculations on the cost of money and consider currency and bad debt risks before returning to the exporter with an offer to buy the paper.

Potential users of forfeiting should make inquiries about ECDD cover first and then shop around the various banks and finance houses active in the market as charges will vary.

Period of explosive growth forecast

New franchise operations

IAN HAMILTON-FAZEEY

THE FRANCHISING industry is forecasting five-fold growth by the end of the decade, with turnover up from £1.6bn to more than £5bn and at least 260,000 new jobs.

The figures come from a survey of the industry commissioned by the British Franchise Association, though NatWest's franchise manager Mr Peter Stern—the bank sponsored the survey—is a little more cautious than the BFA about them because of the natural optimism of all the people questioned.

Nevertheless, NatWest is expecting to do well out of the continuing rapid growth in franchising. It is already the leading lender for franchising operations, claiming 60 per cent of the market and a franchising section twice as big as Barclays, its nearest rival.

But why the explosive growth? Coincidence of self-interest seems the likeliest reason, with many people looking for "safe" ways into small business and many companies seeing franchising as a way to expand using other people's capital.

Franchising works through a franchise buying exclusive rights to a product or service from a franchisor. The franchisee needs a capital sum to buy his or her way in and then pays royalties for continuing rights. In return, the franchisor supplies management know-how, marketing support and goods and services.

This policy has seen many advances in the £50,000-£70,000 bracket, and some up to £100,000. Mr Stern says that the bank has actually gone as high as £200,000 when it was sure that the people concerned could put the capital to work successfully in the particular market.

The other clearing banks also offer financial packages to franchisees and some franchisors have particular arrangements with a specific bank. It will usually be quicker and simpler for a franchisee to use these.

Why the banks are happy to lend such relatively large

amounts to franchisees is that provided a reputable franchisor backs the right sort of franchisee, returns can be very fast. Mr Stern says: "Somebody else has already broken down that particular learning curve. A good franchise will lead to payback after only three years."

Not all franchises are good, of course. Some have been on the murky borderline of pyramid selling and the BFA is very keen on ensuring a commitment to a "clean" industry. It suggests that BFA membership, which requires an "ethical" code of practice, is a good indicator of moral worthiness.

Mr Stern says that a very practical indicator of the above is whether the franchisor is being accepted as a franchisor. Mr Michael Greenham, leading member of the BFA's council and the British franchisor for the Kall-Kwik chain of high street printing shops, puts applicants through a three-stage interviewing process designed to select only those most likely to succeed.

He says: "We look for several important things. We want people with the strength to persevere, who also have a desire to be rich and call their own shots. The question we ask ourselves all the time is whether they have the quality to stick at it. Stickability is a key factor. If they follow our system they will do well."

Such tight selection has resulted in Kall-Kwik having only

two failures among franchisees in five years. The company is now at 100 outlets and is geared for continuing expansion. Significantly, perhaps, for a group of workers who often find it difficult to rise far in conventional careers, more than a third of the franchisees are women, some in partnership with husbands but others with other women or men.

From the franchisee's point of view, tell-tale signs of a good franchisor are a proven record of success, a clear management manual and established procedures for running the business in the most efficient manner. Obviously, judgment will be difficult if the franchisor operation is a new one, but the BFA is always willing to give references and advice and the banks can provide status reports.

What all this means, of course, is that franchising is not an easy option, no matter how sheltered it might appear. It requires a two-way commitment, so both parties are well-advised to select each other carefully.

That is another reason for expansion. So is the declared aim of existing franchisors to expand numbers of units 4.5 times to 37,000 in the next five years. At the same time numbers of franchises are growing at 10 per cent a year. Optimism or not, franchising represents a continuing opportunity for any able person determined to be successful in small business.

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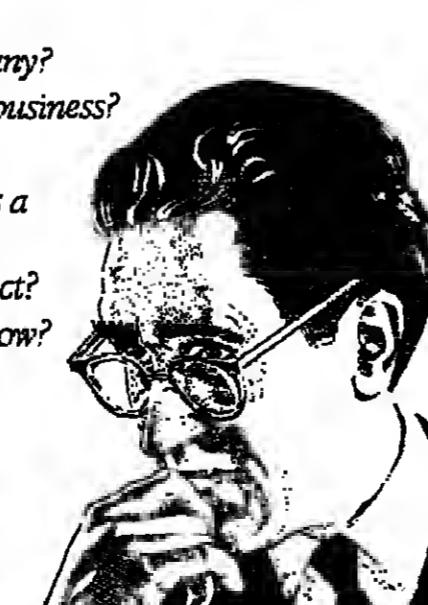
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Key source of equity

MOST SMALL companies with growth prospects unashamedly view a flotation on the Unlisted Securities Market as the pot of gold at the end of the rainbow.

With well over 320 paper millionaires in its ranks, the USM appears an attractive way for entrepreneurs to cash in on years of hard work and risk-taking, while at the same time raising development finance for the company.

These qualities have helped the USM grow since its formation in November 1980, beyond the highest hopes of its creators to become the largest single source of equity capital for small businesses in the UK, and a prime force in bringing the importance of small firms as an economic power into public consciousness.

The USM was set up partly in response to the 1978 Wilson Committee report on small firms. This drew attention to the fact that a full stock exchange listing was prohibitively expensive and difficult to achieve for many young companies.

One side effect of that problem was the growth outside the official portals of the Stock Exchange of a shadowy, largely unregulated share trading market, which was proving an embarrassment to the regulatory authorities, not to mention a risk to investors. In the five years before the USM opened its doors just 60 UK companies had gone public on the stock market. By the end of March 1985 the USM had attracted 353 groups, proving beyond doubt that it had released the pent-up demand for equity finance identified by the Wilson Committee.

Of that total, 32 companies have graduated to a full listing, indicating another of the USM's key functions—to open a relatively easy route to the senior market. Another 16 groups have been taken over, seven have been reorganised, five have been carried off to the corporate graveyard, and one new issue has been cancelled, leaving a current total of 283 quoted USM securities.

Those companies have raised just over £225.3m from their flotation and subsequent rights issues according to the Stock Exchange. Something over a quarter of that total—£225.3m—went straight into the pockets of directors selling shares on their company's market debut, with the rest going into the coffers of companies to be used for their own development.

In spite of its extraordinary growth, the USM is only a

midget in stock market terms. Its total market capitalisation grew by 22 per cent to £2.9bn in 1984 (even after losing graduates capitalised at £600m), but that is just two-thirds the value of ICL.

In setting the rules for entry to the USM, the Stock Exchange authorities attempted to strike a balance between creating a healthy environment for young, fast growing companies and protecting investors and their own reputations.

USM entrants have in practice tended to set themselves very high requirements well above the minimum, so the majority of them could theoretically have got a full listing. Assuming they were prepared to pay extra for the privilege.

Perhaps the most important USM entry requirement is that companies need issue only 10 per cent of their shares to the public, as against a quarter on the full market. This is an important consideration for proprietors concerned about independence, as well as for

mounting losses and unexpected setbacks.

Problems like that may be par for the course for seasoned capital raisers, but they have been an area of real concern for the USM, which not surprisingly has not admitted a greenfields company for almost a year.

The relatively low cost of getting a quotation is another key attraction of the USM. A full market offer for sale currently costs well over £200,000.

By permitting less onerous advertising and disclosure requirements, the USM has reduced issue costs to around £150,000 per share placing (one available to companies selling less than £5m worth of shares) and £350,000 for an offer for sale.

However, USM flotation costs are still in line with those on the main market as a proportion of the value of the shares being sold—between 8 and 8 per cent. It is worth bearing in mind that the hidden costs of management time taken up in preparing for a flotation can be substantial. Few responsible sponsors will attempt to arrange a quotation in less than three months, during which the company might have to undergo some radical changes and the directors will come under fierce pressure.

A new company structure, for instance, is very frequently needed. Many private companies sensibly organise themselves along disparate lines, with several ostensibly independent trading satellites linked to a central office, so that the failure of one part of the group will not easily bring down the rest.

Public shareholders, unfortunately, will find such an arrangement completely unacceptable. They need to see a cohesive group, so that there is no risk that directors' attentions might be divided between public quoted and private arms of the same company.

It is also worth bearing in mind the possible drawbacks of a USM quotation. The company may well attract the attentions of an unwelcome bidder if it releases a high proportion of its shares—though the converse of that is that it will probably get a much better price than if it was being taken over privately.

Management may well find its freedom inhibited by the continual scrutiny of stockbroking analysts, shareholders and the press.

Founding investors should also consider how to handle the

Unlisted securities markets

WILLIAM DAWKINS

directors who want to keep as much equity as possible because they believe its value will appreciate.

In practice, however, the average USM company releases 25 per cent of its equity on flotation, and the average proportion of free equity for the junior market as a whole is 34 per cent, reflecting sponsors' concern to avoid the over-narrow market which has become a hallmark of the USM, and the extent to which companies have released more shares through rights issues.

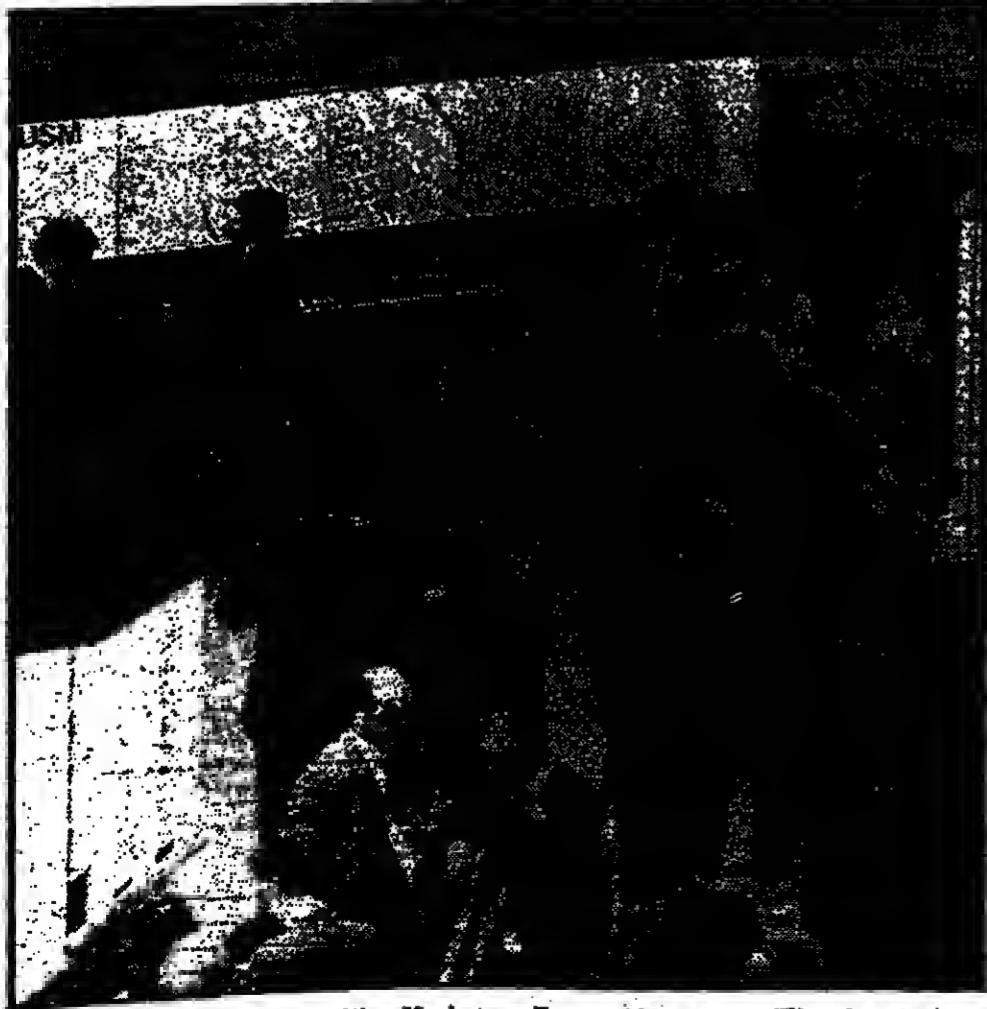
USM entrants need only have a three-year trading record as against five years for a full listing. Again it is rare to see a USM debutant actually make use of that minimum requirement, though a concession to allow start-up companies to join the junior market so long as they have a fully-researched project has proved temporarily popular.

Roughly a dozen start-up ventures have joined the USM, most of which are trading below their issue prices after having tried investors' patience sorely with a rash of rights issues,

including another of the USM's key functions—to open a relatively easy route to the senior market. Another 16 groups have been taken over, seven have been reorganised, five have been carried off to the corporate graveyard, and one new issue has been cancelled, leaving a current total of 283 quoted USM securities.

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In spite of its extraordinary



The growing Unlisted Securities Market: well over 320 paper millionaires in its ranks and now the largest single source of equity in the UK for small businesses



Mr Tony Lorenz, head of the British Venture Capital Association

Left: part of Bisgood Bishop's USM pitch at the London Stock Exchange

capital

Surge of venture capital groups

WILLIAM DAWKINS

high technology stocks quoted on the US over-the-counter market last summer, at least partly caused by the over-optimistic valuations attached to venture-backed companies on the West Coast.

A slightly less dramatic shake-out followed in the UK where the prices of electricals stocks took a battering on London's Unlisted Securities Market (USM). But the number of USM high technology flotation have dwindled noticeably in recent months, pointing to a possibly tough time ahead for venture capitalists seeking to realize profits by floating investments in that sector.

Other less easily quantifiable encouragements to UK venture capital include the range of incentives for small firms introduced by the Government, an awareness among big investors like pension funds and insurance companies that long-term investments could play a more important part in the portfolio.

Investors' over-optimistic hopes for the USM over-the-counter market last summer, at least partly caused by the over-optimistic valuations attached to venture-backed companies on the West Coast.

Merchant banks raised almost half of the £145m which is estimated to have been subscribed for independent venture capital funds in 1984; a function which they are well equipped to perform in view of their position as advisers to pension fund investments and the strong US links forged by many of them.

The trend they are showing towards setting up separate specialist venture capital units indicates their awareness of the fact that risk equity demands unusual skills outside the scope of most conventional fund managers. In this respect, the City is still divided between two quite different approaches to venture capital.

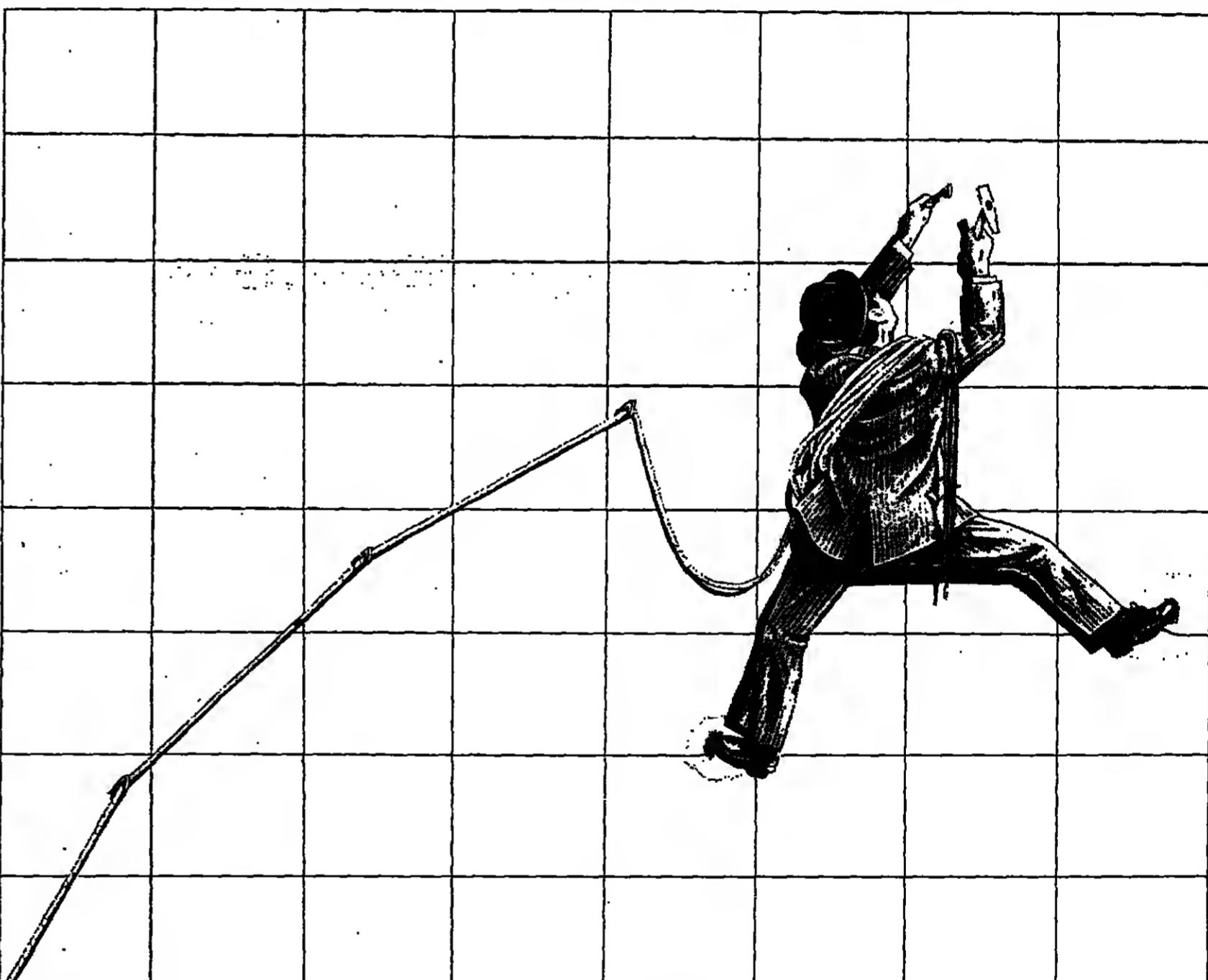
The older established players in UK industry, like Charterhouse Development and 3i, tend to handle their portfolios on the basis of using investment and other financial expertise to pick successes—an approach advocated by many, though not all, merchant banks.

Newer protagonists, like Advent and Alan Patricof Associates, advocate the US-style hands-on discipline, which in theory at any rate means adding value to investments by contributing marketing, technical and general managerial skills to the companies concerned.

"Hands on" has become so over-used as to be almost meaningless in the UK. How many British fund managers are capable of following that approach with the same degree of success as their more seasoned US counterparts is open to question.

That said, there are weaknesses, however, will undoubtedly be exposed as the UK venture capital industry emerges from its first flush of enthusiasm to encounter the growing pains which surely lie ahead.

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SMALL BUSINESSES 10

Services

Micro maze has many traps**Microcomputer market**

Supplier	% value installed
ACT	16.4
Commodore	12.8
IBM	11.6
Apple	11.5
Sanyo Marabeni	5.1
Triumph Adler	2.8
Hewlett Packard	2.6
North Star	2.2
Interact	2.2
Tandy	2.1
Others	20.5
100% = £300m	

Source: BIS-Pedder Ltd

Popularity of leasing equipment

ALTHOUGH SMALL businesses are faced with a bewildering choice in the personal computer market, there is plenty of scope for costly mistakes by today's office equipment buyer.

A photocopier, for example, is usually the single most expensive item of equipment in the office, apart from a computer, but here the buyer is faced with a choice of more than 140 different models, with an ever-increasing range of desk-top machines from Japanese manufacturers.

Many small businesses choose to lease their office equipment; the leasing level of copiers, for example, may be as high as 80 per cent.

Leasing arrangements have a particular appeal to new companies, since the office environment is often an important factor in giving clients their first impression of the business. Its image, efficiency and management techniques may all be pre-judged from this initial contact.

BUYING a microcomputer can be one of the most confusing and risky decisions in life of a small business.

With more than 300 different personal computers on sale in the UK from around 2,500 dealers, it can seem like steering through an expensive high-tech maze. And the final destination can make all the difference between improving your company's efficiency and creating a financial disaster.

According to trade surveys, approximately £60m is wasted every year by companies buying useless computers. Nobody has yet tried to measure the millions lost by businesses which went bankrupt partly because they bought systems which they failed to understand or which were inappropriate to their needs.

Meanwhile, computer dealers are striving harder than ever to make headway in the small business market. Most of the big corporations were computerised years ago, and an estimated 90 per cent of the small businesses which could benefit from buying a micro have not yet so.

Understandably, many first-time buyers find it hard to know where to turn for advice. It is well known that dealers' advice can be distinctly off-the-wall. The magazine *Which Computer?* recently sent a fictional small company to 12 top computer dealers. Only one found that none of them could suggest equipment which would precisely meet the company's fairly uncomplicated needs.

Yet small businesses find it hard to justify paying anything from £400 to £100 per hour for expert advice from a consultant, especially when similar information seems to be available free from the dealers or from computer magazines. After all, their survival as entrepreneurs depends on trimming unnecessary costs.

If you do choose an independent consultant, you should be aware that his opinion

might be coloured by the discount deals he is likely to have with manufacturers. For that reason, specialist computer consultants are probably more appropriate for second-time buyers who already know roughly what they are looking for.

First-time buyers would do well to consider an independent guide like the National Computing Centre's Microsystems Centre and its 18 regional offices, where the uninformed can try out different systems under expert advice, unbiased by any links with computer groups.

Choosing a computer

WILLIAM DAWKINS

Most of the big accountancy firms, and some of the smaller ones as well, have developed microcomputer advisory divisions as extensions of their management consultancy activities and as a way of making fuller use of their existing client base.

Their services do not come cheap—£800 will cover a basic four-day programme from Arthur Young, for instance. But it clearly makes sense to take the advice of your auditor's firm if you believe that buying a micro should do more for your financial controls than for any other part of your business.

So how can you negotiate the microcomputer maze without getting lost? Before you start, it is worth getting into perspective the likely cost of the exercise and what you expect to get out of it.

A steep decline in hardware prices in recent years has made computers look deceptively cheap. But the price of software—the set of instructions which tell a computer what tasks to perform—has not gone the same way because it is

labour intensive to produce. The hidden costs, like staff training, consultancy, and manually loading paper files into the computer's memory, can often be more than the cost of the equipment itself.

As for expectations, it is foolish to hope for too much from a computer. Its job is to automate the information you already use to run your business. So if you expect a micro to be a cheap way of solving management problems, you will be disappointed. It will only speed up the mess and could even make matters worse.

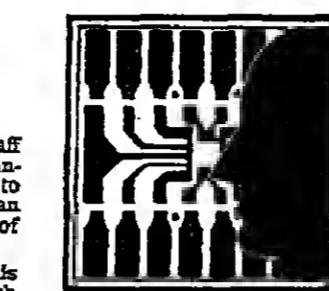
Indeed, it is because of the intimate links which often occur between management and computer problems that accountancy firms' computer advisory services tend to work very closely with their general management consultancies.

The first choice you need to make concerns software. There is very little to choose technically between different makes of hardware in a given price range, but not all hardware will support the software you need. Most small companies will probably be able to use an off-the-shelf software package which might need a little tailoring to suit their special needs.

Individually written software will cost many times more than a package, so think twice before accepting an entirely bespoke system.

To be able to make that decision, you need to write out in great detail what tasks your computer should perform. These might include stock control, financial planning (for which a spreadsheet package would be needed) or sales analysis. You should also give thought to the number of workstations required, bearing in mind the number of people who will be using the computer simultaneously, as well as printers and other accessories.

That information will enable you to advise your dealer to specify the software to suit your needs and a package to



Financial planning: the right computer and software package can do wonders for a company's financial control, but the wrong one can lead to disasters.

William Dawkins offers an overall guide to the products available in the over-crowded computer market, since many first-time micro-buyers find it hard to know where to turn for independent advice.

Other writers highlight developments in accounting services and pension schemes; a properly designed pension scheme plays an important part in business planning.

run it on—or at the very least make sense to you.

Before completing the purchase, it is also important to establish whether the dealer can offer training, advice, repair and maintenance. This is often available through a standard annually renewable contract and can save a great deal of management time in the long run, for few computer installations have ever failed to throw up unexpected hitches.



There are now more than 300 different models of personal computers on the market and the choice is growing continually; above, Triumph Adler's PS6 microcomputer, which is due to be launched shortly. The makers claim that the new model is "two or three

times faster than the IBM PC." In the fast-growing software sector there are now at least 800 different accounting packages available for microcomputers. For many small businesses, choosing the right system involves steering through a high-tech maze.

Accountants seek wider advisory role

FOR MANY small businesses the accountant is merely their interface with the Inland Revenue but the Government would like to see them used more as professional advisers playing a key role in business planning and development.

Recently it ran a campaign on this theme with the help of Lloyds Bank and the Institute of Chartered Accountants. The campaign took the form of a £50,000 video film—paid for by Lloyds—dramatising small business life and some typical calculations.

The accountant, a sole practitioner specialising in small business work, gradually emerges as the hero.

The Government put up £16,500 to show the film at seminars at 50 venues during the early part of this year, with each seminar led by a chartered accountant—in most cases a sole practitioner or a member of a small firm, the implication being that such are the best advisers for small businesses.

One value of this sort of relationship is that the accountant is also a small business owner. In the majority of cases, where businesses are probably never going to be spectacular performers, this makes a great deal of sense. Among other things, fees are likely to be on a scale both businesses can easily relate to.

Increasingly, however, large accountancy firms are challenging this conventional wisdom. To some extent this has been prompted by market opportunity: big business has been hit by recession, hindering development of fee income, while the small business sector has been burgeoning. But do small businesses need big business accountants?

John Davis, national director of the business services group (BSG) of the accountants Arthur Young, thinks that the large practices have one unique selling point: "We can solve big problems quickly with any specialised service you might need," he says. "While the local practitioner should eventually be able to obtain similar advice, it will take longer and cost more."

Mr Smith says that Arthur Young was the first of the top ten accountancy firms to move into the small business market. It started in 1978, when Mike Davis returned from two years' sabbatical to the Industrial Development Unit and produced a report suggesting the market was worth pursuing.

Mr Davis now runs the BSG as Arthur Young calls its small-business department—in March 1984. The market has certainly materialised: when the BSG started it had 20 staff, all in London. In six years it has grown to a strength of 250, with 110 of them in the capital.

Crucially for Arthur Young, its BSG contributes 10 per cent of the practice's fee income.

The development of the market has led to the BSG having a career development structure of its own within Arthur Young, which Mr Smith says the other large accountancy firms have yet to emulate.

Nevertheless, small business departments are run under various titles at Peat Marwick, Coopers and Lybrand, Deloitte Haskins and Sells, Price Waterhouse, Ernst and Whinney, Touche Ross, Thornton Baker, Arthur Andersen, and Thomson McLintock.

Benefits may be indirect: for example, John Ormerod, the man in charge of Arthur Andersen's small business

one that is crucial for many small businesses—computer selection. Although the way costs are kept down to the £20,000-£1,500 range is to use as much do-it-yourself technique as possible for the small business to work out its own needs. However, that analysis is no bad thing in ensuring that the computer's capabilities are fully understood.

Other examples include dealing with VAT queries: a senior VAT manager within a large practice can deal with a complicated query in minutes while a general practitioner would take half a day. In effect, that advice costs the client nothing.

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Benefits may be indirect: for example, John Ormerod, the man in charge of Arthur Andersen's small business

group, has produced some useful publications, including one with the British Venture Capital Association on preparing business plans. The association has plans to produce other practical booklets with its associate members in the accountancy profession. Modestly priced, such information is useful to the whole small business sector, whether clients of the big firms or not.

Deloitte Haskins and Sells, like Ernst and Whinney, use the title "general practice" for their small business sections. This is probably the most descriptive label for what any small business's accountant actually does.

Mr Smith says: "Most people in our BSG are general practitioners. They only deal with small clients but can call on the full range of Arthur Young specialist services as and when required."

He believes that this scatters

fees that big practices may not

get value for money, are impersonal or care only for big clients.

Among specialised services is

Is it more expensive to deal with the big firms? In absolute terms the answer is probably yes, but that can mean good value for money if a small business can make effective use of those specialised services.

Arthur Young likes to see its clients growing and profitable, which will usually mean no problems over affording fees, and a definite need for specialised advice anyway. Such clients are then the most likely to need help raising more capital for growth—the big firms have excellent City contacts or advice on how to proceed towards public flotation, where the big firms again come into their own.

All this means that there is a definite profile for the most suitable type of client growing, probably rapidly, probably in high technology, with reasonable prospects of making the Unlisted Securities Market in the medium term. But the run-of-the-mill small business will almost certainly find it harder to get value for money.



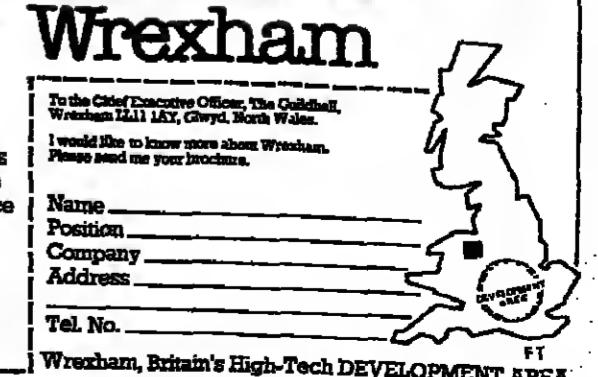
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SMALL BUSINESSES 11

Stay-as-you-are budget decision on tax structure of pension schemes wins chorus of approval

Industry sighs with relief

Pension schemes
ERIC SHORT

WHEN MR NIGEL LAWSON, the Chancellor of the Exchequer, announced that he was not making any changes to the tax structure of pension schemes, it was not only the pensions industry that heaved a sigh of relief.

The whole small business industry, or at least those who understand and appreciate the role of pension schemes in their business affairs, also joined in the chorus of approval.

The state pension scheme does nothing for the self-employed and very little for controlling directors of small corporate organisations.

So if the self-employed and controlling directors want to look forward to an adequate income in their retirement then they need to make their own pension provision.

However, most entrepreneurs are too busy building up their businesses to devote much attention to setting aside assets into a pension scheme and most of them regard their business as their pension.

They tend to regard money put into any pension arrangement as money lost to them forever, or at least for long enough to be of no use to them.

Cash drain

National Insurance contributions into the state pension scheme are effectively a payroll tax. But the same is not the situation for a private pension arrangement. This should form part of the overall corporate financial planning of the small businessman.

For many businesses, once established, their main source of finance is money generated within the business. However, retained earnings have to be made out of after-tax earnings. Although tax rates are coming down, they still represent a drain on resources. And the money put aside is accumulated on a net basis.

Pension contributions in contrast are paid out of gross earnings and the accumulation is on a gross basis. Thus, money put into a pension scheme can grow very much faster than money simply retained in the business.

But then comes the question of using the assets of the pension fund to finance the business. In theory, those assets



To enjoy the good life in later years it is essential to plan well ahead on pension arrangements. Above: dinner at sea, aboard Cunard's M.S. "Vistafjord"

are locked away. In practice, there are ways of unlocking those assets.

First there is the straightforward method of the businessman taking a loan from his pension arrangement. However, there are different loanback arrangements varying with the type of pension scheme.

If the businessman operates on a corporate basis with his own self-administered pension scheme, he simply arranges a loan with the scheme. Since he will certainly be one of the trustees of the scheme, he is in effect borrowing from himself. Thus, loans are effectively automatic.

The Superannuation Funds Office (SFO) of the Inland Revenue, which monitors pension schemes, permits these executive pension arrangements to lend up to 50 per cent of the scheme's assets back to the parent company at commercial rates of interest. Such loans then form part of the underlying assets of the pension scheme. Redemption terms have to be agreed with the SFO.

But although a commercial interest rate has to be paid, the businessman does not have to fulfil the other criteria, as with loan facilities from a bank. He does not have to justify the purpose of the loan or demonstrate the financial health of his company.

This is of prime importance

premium. Security will have to be lodged with the institution, but the loan facility is often automated for professional self-employed persons.

The parent company gets tax relief on the loan interest, while the pension fund, being tax exempt, can reclaim the tax paid. This adds to the tax efficiency of these loanbacks. If the loan is arranged correctly the company should be able to pay the loan interest gross and claim the tax in its overall tax bill.

Similar considerations apply to loans on self-employed pension schemes. If the loan is for business purposes, it is tax deductible but, all too often, the self-employed get their business arrangements mixed in with their private requirements.

The second method of unlocking assets is for the pension scheme to use its money to finance capital projects for the parent company and then rent or lease it to that company.

For instance, a firm looking for investment capital could have the pension scheme finance the building of a new factory, and then rent the factory to the pension scheme to repay the loan.

Like loan interest, the rents paid by the parent company are tax deductible, while the pension scheme can reclaim that tax. In addition the pension fund could purchase the equipment for the new factory and lease it back to the parent company.

The tax implications need to be considered carefully to decide which method to use.

Finally, as far as the corporate controlling director is concerned, his own self-administered pension scheme can provide financial help when he wants to sell his or his family's shares in the company.

The pension scheme can

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All these exercises would show that the pension scheme has quite large resources, a point that many directors cannot visualise. Since the contributions paid obtain tax relief and the roll-up to gross, it is usual after a few years for the pension scheme to be worth more than the underlying corporate body.

If the scheme is started early, it can provide a useful source of finance in future years.

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SMALL BUSINESSES 12

New measures to stimulate venture capital



Under the new simplified rules, company statutes can be contained in a 10-page document instead of 40 pages in the past. A salaried employee of a large company wishing to create his own enterprise can now domicile his new venture in his existing place of work or his home.

These measures reducing the amount of red tape involved in striking out on your own have now been followed by further financial and fiscal incentives. Among these is a financial scheme intended to assist those starting their own business. This is known as the New Business Savings Certificate, which provides similar advantages to those wishing to start a company as a building society does for those wanting to buy a house.

The new certificate gives the budding entrepreneur access to cheaper longer term loans after an initial period of low remuneration savings. The entrepreneur must in fact save for a minimum of two years to be entitled to the lower cost loans.

Stimulus

The French economic authorities hope that the new scheme will be widely used by those wanting to set up business in farming, the liberal professions, commerce and tourism, as well as by founders of small industrial enterprises. However, its principal aim is to encourage executives or company employees seeking to start a business of their own but who do not have the necessary capital.

A further stimulus recently announced is the Finance Ministry's decision to simplify the system of soft loans to small businesses.

Under the new system, commercial banks will also be able to advance soft loans to cottage industries (which employ some 1.8m salaried workers in France). Up to now, only specific co-operative credit institutions, like the Credit Agricole, the Banques Populaires and the Crédit Co-opératif, were able to grant such loans.

PAUL BETTS



Above: Hewlett-Packard engineering graphics system being used in micro-computer research. Advanced technology in the U.S. has stimulated the growth of the venture capital business.

Big increase in volume of funds raised by venture capital groups

WHEN SENATE Republican leaders and President Ronald Reagan reached agreement last month on a compromise package of spending cuts to reduce the federal budget deficit, the spirits of employees of the Small Business Administration in Washington sank.

In his budget message to Congress at the beginning of the year, President Reagan had singled out the SBA as one of his targets for elimination as he and his advisers searched for savings.

Although the SBA has its supporters in Congress, it was widely admitted that if the agency and the grants it gives to small business were to survive, its best chance lay in a congressional deadlock in which no major budget-cutting action was achieved.

The outlook for substantial progress in reducing the \$215bn budget deficit expected for this year remains cloudy, but the compromise package agreed by the Republicans and the President includes, once again, the elimination of the SBA and the \$1.6bn in year of federal budget which it spends and the \$3.5bn of federal loan guarantees it

disburses.

As a symbol of the impact of the SBA loan guarantees between 1979 and 1981 serves to underline the point.

In its report on the state of small businesses last year, the Reagan Administration was able to put a rather different perspective on the impact of its policies on the small business sector than that provided by its predecessors.

Moreover, much of the money goes to companies which are already borrowing from the SBA and so, it is claimed, the Government is merely propelling to rapid growth of employment in small businesses, particularly in the

fast-expanding service sectors, that corporate bankruptcies which tend to hit small businesses hardest were declining and that in sum, "the American small business sector shows a strong ability to adapt and grow in times of both economic distress and prosperity."

Now that the expansion of the economy is showing signs of slowing down, particularly as a result of a rising tide of manufacturing imports, the manufacturing sector's small businesses will be facing a tougher climate.

For the time being, however, the services sector is still showing strong employment growth which implies that smaller companies are still doing well.

The next recession, whenever it comes, will no doubt test the resiliency of the small business sector. Administration claims that some of its policies have had more than short-term cyclical spin-offs for entrepreneurs ring true. Efforts to reduce federal regulation and form-filling have undoubtedly saved small businesses time and money. Other changes have also been advantageous.

The JEC points out that the sense that the U.S. economy is highly innovative technologically is one of the factors which has stimulated the growth of venture capital businesses.

Summarising its findings, the JEC says that the surge of available venture capital since 1978 has helped to remove a barrier to entrepreneurial activity, a barrier which exists in part, because large financial institutions are conservative in their risk taking and financing awareness of the availability of venture capital funding appears to have stimulated the demand for such funds.

The greater availability of venture capital funds also seems to have broadened the palette of financing opportunities increasing the volume of money available for early stage and start up financing.

STEWART FLEMING

Sector hit by high taxes



Sweden and Nordic Regions

tion to allow earlier write off of startup costs, but this is viewed in the business community as inadequate.

The formation of a new over-the-counter (OTC) stock market in late 1983 created an important new source of capital for small and medium-sized businesses. On the other hand, the widely touted regional stock markets have proved to be a disappointment.

Meanwhile, Sweden's relatively young venture capital market has seen the heady days of optimism give way to more experienced caution, making fund raising more difficult, especially for those smaller companies not engaged in the most promising high-technology areas.

The overall atmosphere in the other Nordic countries is quite different. Finland, for example, where small businesses account for some 43 per cent of the total workforce, has seen a sharp upturn in the number of business start-ups. Loans, loan guarantees and grants are available, and the regulatory environment has been improved.

Discouragement

However, the high tax rates common to all Nordic countries has tended to discourage capital formation in Finland. The Finnish Government has made adjustments in the basic for calculating both income and corporate tax for small businesses, and this has been greeted positively. A small OTC market, operated by individual banks, has just started and has yet to pick up momentum.

The real interest rate on bank loans is at its highest rate in a decade, however.

Small businesses in both Denmark and Norway have enjoyed highly positive development under Conservative Governments. One Norwegian industry representative speaks of "An entrepreneurial renaissance."

In both countries the number of new business start-ups well exceeds bankruptcies and closures. Public and private capital is generally easily available, and both the tax and regulatory burden have been significantly eased.

Norway is expected to introduce legislation shortly allowing companies to write off losses, incurred in the early phase of business life, against future profits while Denmark recently passed a bill making it easier for individuals to accumulate start-up capital.

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comparison, venture capital provided under the guarantee scheme doubled last year to £1.7bn. An equal amount of venture capital is thought to have been forthcoming outside the guaranteed scheme.

Growing rapidly alongside venture capitalism is the three-year-old parallel market, the securities market which has more lenient listing requirements that the official Amsterdam Stock Exchange.

The number of companies introduced on the parallel market tripled to 13 last year and the accelerated pace has continued in the first part of this year. About 100 new companies are now listed on the parallel market, including several young high-tech Dutch concerns.

The professors set up shop in Holland, the home of a group members and are now selling software systems that determine the most efficient physical distribution route, the nature of animal fodder and type of petrochemical feedstock.

As a new and innovative company, Ores has attracted £1.2m in private venture capital and a £1.75m contract under a Dutch Government programme to automate agriculture.

In recent years, the Netherlands has undertaken a fresh drive for technological innovation and modernisation following the Industrial and Economic stagnation of the late 1960s and 70s. During that time Holland was plagued by the "Dutch disease," a self satisfaction that stemmed from the burgeoning social-security system built on ample natural gas revenues.

The generous array of unemployment, sickness, pension and housing benefits available to nearly everyone now is criticised as having stunted initiative and enterprise.

By the end of the 1970s alarms were sounded about the need for industrial renewal and innovative technology, particularly among small and middle-size companies. An "innovation bill" in 1979 sowed the seeds of re-industrialisation and the Government-sponsored Wagner Commission was later formed to sketch ways of achieving this rejuvenation.

The establishment in 1981 of a Government-guaranteed venture capital scheme provided fresh impetus for what the Wagner Commission called "a new industrial era." While still modest by international

standards, the new innovation-stimulation scheme will provide £1.1bn over the coming five years to cover companies' labour costs involved in research and development. Small companies, which are to get around 70 per cent of the funds, can receive £145,000 per half year to develop new products, processes and services.

The 75-year-old Government industrial service, which promotes small business, argues that the innovation-stimulation scheme is more bureaucratic than the contract-research scheme it replaced.

A subsidy scheme to promote better management in small companies was reshaped last year to emphasise skills in marketing and quality. The Economic Ministry has plans for a similar £1.1bn a year pro-

gramme to subsidise professional management advice for smaller companies, particularly young and innovative ones.

Mr Gis van Aardenne, the Economic Minister, has reserved £1m for an experimental new-product research programme similar to the U.S. Small Business Administration's Scheme.

The new plan, in which profit no longer is a dirty word, coupled with the economic recovery, has apparently led more entrepreneurs to set up on their own. Mr van Aardenne recently said that the number of new companies started each year has escalated to about 15,000 (3,000 of them industrial) from 12,000 a year in 1980.

LAURA RAUN

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